



Workforce Report 2013

Wyoming State Government

- **Executive Branch**
- **Legislative Service Office**
- **Judicial Branch**
- **University of Wyoming**

Prepared by:
Department of Administration & Information
Human Resources Division



STATE OF WYOMING

DEPARTMENT OF ADMINISTRATION AND INFORMATION Human Resources Division

Matthew H. Mead
Governor

Dean Fausset
Director

David Urquidez
Administrator

Dear Reader:

This is the 33rd edition of the annual Workforce Report. Our goal is to provide information about the State of Wyoming employee population to use in your workforce analysis and decision making.

Readers may notice that the impact of the current economy can be seen in our State of Wyoming workforce metrics.

This report, and previous years versions of the report, are available on our website at:

http://www.wyoming.gov/loc/06012011_1/employees/Pages/Publications.aspx

Please contact us for enhancements you would like to see in the future. You may also contact the A&I Human Resources Division if you would like customized analysis of human resources data.

Thank you for your interest in our State of Wyoming employees.

A handwritten signature in cursive script that reads "Dean Fausset".

Dean Fausset, Director, Department of Administration & Information

*Department of Administration & Information,
Human Resources Division Mission:*

*To partner with our customers by providing guidance,
resources and leadership which will assist in
meeting objectives.*



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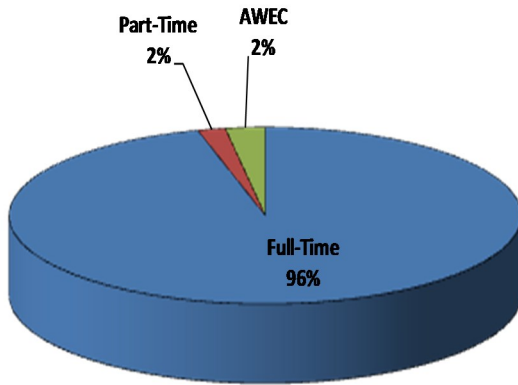
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Executive Summary

- The total number of filled positions (Full-Time, Part-Time and AWEC) decreased for the third year in a row, from 8,870 to 8,766 (-1.2 %). The average vacancy rate (not including AWEC's) for 2013 was 6.4%. This remained the same from 2012. Authorized positions include those in the 2013/2014 standard budget, as well as those authorized through budget exception requests.
- The average annual base salary increased very minimally from 2012 (less than 1%). This follows a decrease in 2012 which was the first decrease since 1992. This is primarily due to the lack of an enterprise-wide pay increase in 2013.
- Statewide total turnover remained 15.0%. This includes transfers within the Executive, Judicial or Legislative branches. This is the second full year transfer data has been available and included in this report (the 2011 Workforce Report only included transfer data for the second half of the year).
- Total Compensation increased from \$74,567 in 2012 to \$75,373 in 2013 (1.0%). Benefits as a percent of the average base salary increased to 46.9% in 2013.
- The Wyoming Comprehensive Annual Financial Report (CAFR) published by the Wyoming State Auditor's Office differs from the 2013 Workforce Report for several key reasons: the CAFR is based upon employment data as of 06/30/2013, rather than 12/31/2013; the CAFR uses actual data figures, rather than averages, and; the CAFR includes all positions in their active employee count, including board members, commissioners, and AWEC employees within the Executive branch, as well as employees from the Judicial and Legislative branches. The Workforce Report separates each branch of government into their own report.

Composition of State Government Workforce



On December 31, 2013,
8,766 employees worked for the Executive Branch
of the State of Wyoming. This does not include
the University of Wyoming, or
the Wyoming Community Colleges.

This included:
8,405 full-time
153 part-time
208 At-Will Employee Contracts (AWEC)

**96% of the workforce worked on a
full-time basis. This report explores data about
the State's full-time workforce.**

The numbers above do not include the
following:

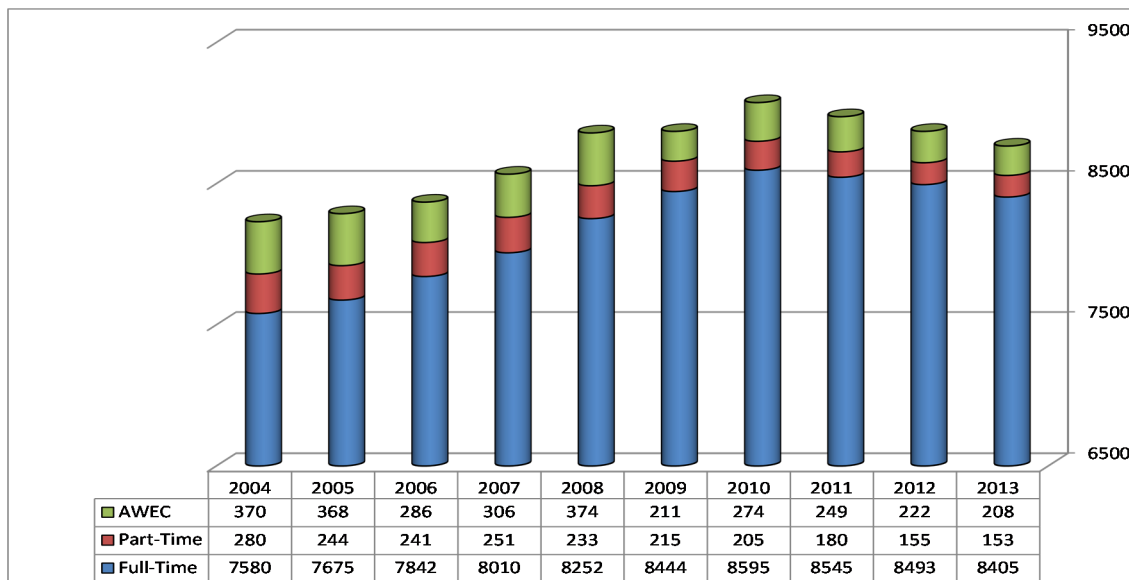
- 609 Vacant positions
- 7 Elected Officials
- 207 Board Members/Commissioners
- 132 Temporary (Seasonal) Employees
- 21 Wyoming Travel & Tourism Employees
- 49 Wyoming Business Council Employees

There are:

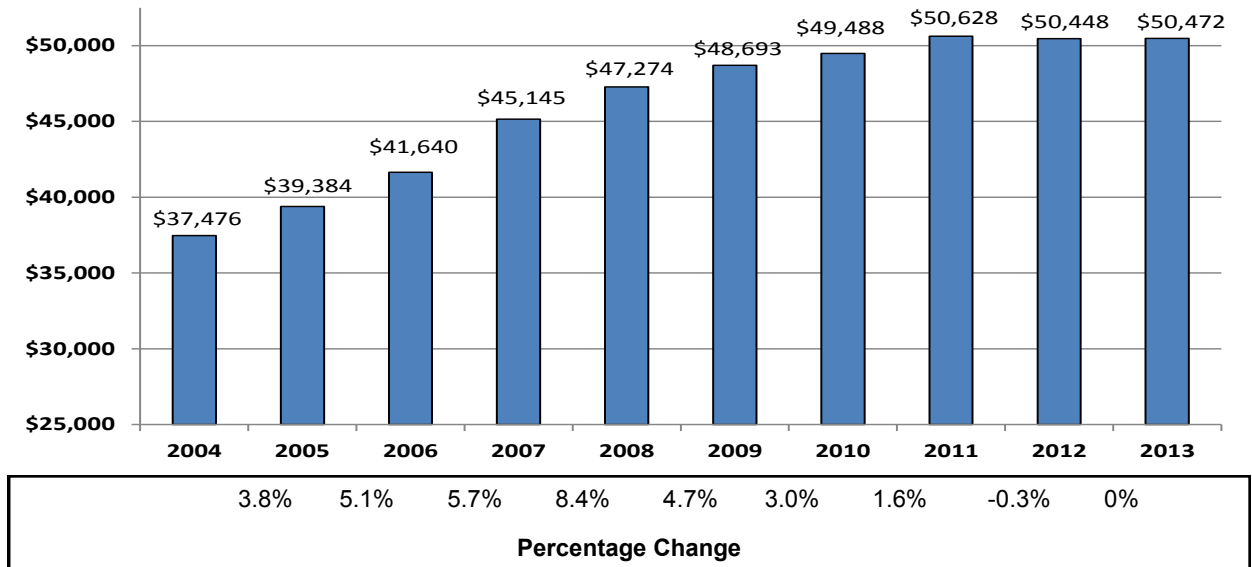
324 At-Will Employees (not Attorneys)
143 At-Will Attorneys

These are included in the full-time and part-time
figures above.

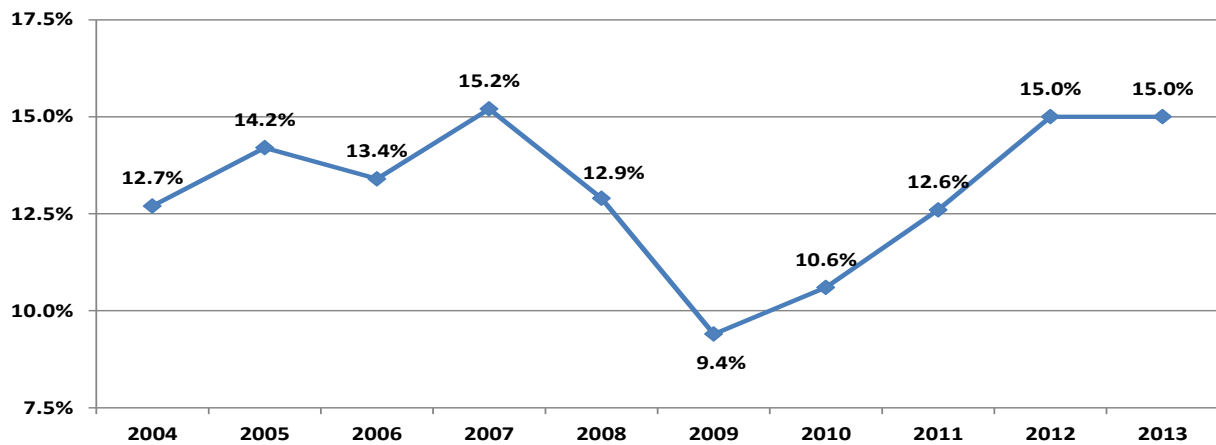
Employee Count 10 Year History



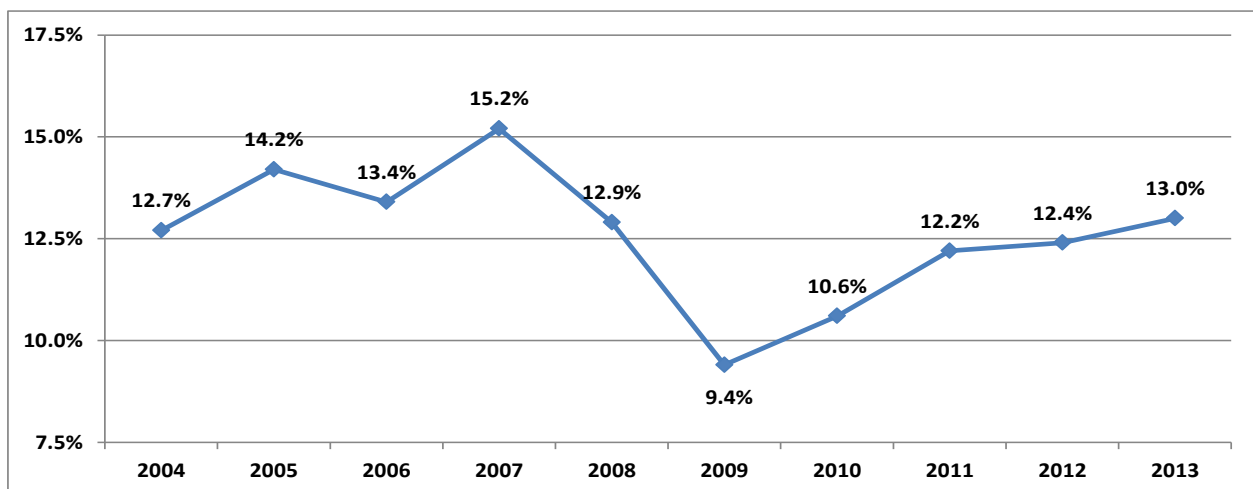
Average Annual Base Salary 10 Year History



Turnover Rate Including Transfers - 10 Year History



Turnover Rate Not Including Transfers - 10 Year History

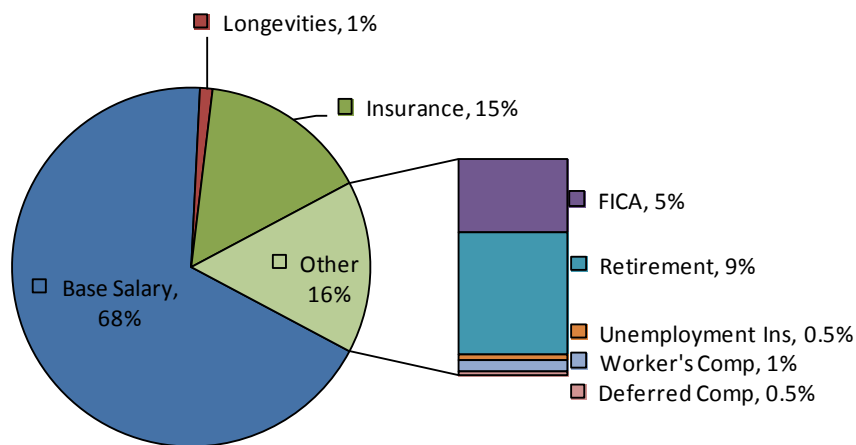


Total Compensation Analysis

Total Compensation is the average of all contributions as a percentage of the average base salary and average longevity for 2013.

| Executive Branch* | Annually |
|--|-----------------|
| Average Base Salary for 2013 | \$50,472 |
| Average Longevities (1.76 longevities @ \$40.00) | \$850 |
| Subtotal | \$51,322 |
| Employer Paid Benefits | |
| FICA @ 7.65% | \$3,926 |
| Retirement @ 12.69% | \$6,513 |
| Insurance** | \$12,515 |
| Unemployment Insurance @ 0.5% | \$257 |
| Workers' Compensation @ 1.17% | \$600 |
| Deferred Compensation*** | \$240 |
| Subtotal | \$24,051 |
| Total Compensation (Salary + Benefits) | \$75,373 |
| Benefits as a Percent of Salary | 46.9% |

- * Executive Branch does not include the University of Wyoming or Wyoming Community College employees.
 ** This rate is the average State contribution for all participants.
 *** The Deferred Compensation match is a voluntary benefit received by putting at least \$20/month into the Deferred Compensation Plan. Participation is not at 100%.



Employee Counts

Salaries

Diversity

EEO-4 Data

- The statewide count of full-time employees has decreased for the third year in a row. That figure is primarily due to agencies inability to fill vacancies due to proposed budget reductions.
- The number of employees earning \$99K per year or less decreased by 1.1% from 2012, while the number of employees earning \$100K+ per year increased 3.7% from 2012. As the majority of employees earn less than \$99K per year, this explains the minimal change (less than 1%) in the average annual base salary in 2013.
- Female salaries as a percent of Male salaries continue to increase over the last five years from 86.1% in 2009 to 89.3% in 2013. For the first time since the data has been kept, the average female salary equals or exceeds the average male salary per month in four counties (Goshen, Niobrara, Carbon and Platte). This is primarily due to the fact that the Department of Corrections is the largest state employer in three of these counties, operating correctional institutions in Torrington (82% of all state employees in Goshen County), Lusk (85% of all state employees in Niobrara County), and Rawlins (71% of all state employees in Carbon County). Male and female correctional officers at these institutions are typically hired at the same rate of pay. In addition, the Military Department is the largest state employer in Platte County (52% of all state employees in Platte County), operating the Youth Challenge Program . Male and female staff at this program are also typically hired at the same rate of pay.

Employee Count by Agency

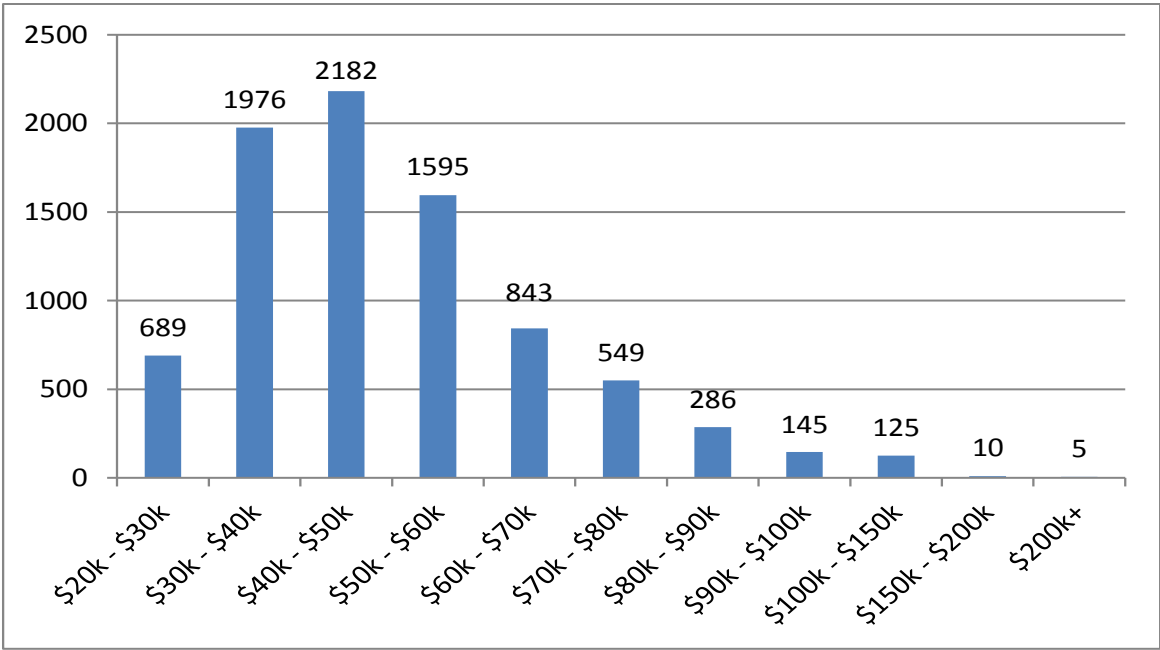
| Agency | Employee Count | | | | % Change 12 - '13 |
|------------------------------------|----------------|-------------|-------------|-------------|----------------------|
| | Dec '13 | Dec '12 | Dec '11 | Dec '10 | |
| Administration & Information | 219 | 227 | 344 | 339 | -3.5% |
| Administrative Hearings | 12 | 12 | 10 | 10 | 0.0% |
| Agriculture | 81 | 83 | 82 | 85 | -2.4% |
| Attorney General | 235 | 237 | 242 | 244 | -0.8% |
| Audit Department | 104 | 102 | 113 | 112 | 2.0% |
| Board of Equalization | 6 | 5 | 7 | 7 | 20.0% |
| Board of Geologists | 1 | 1 | 1 | 1 | 0.0% |
| C.P.A. Board | 2 | 2 | 2 | 2 | 0.0% |
| Community College Comm. | 15 | 16 | 16 | 15 | -6.3% |
| Corrections | 1138 | 1142 | 1195 | 1197 | -0.4% |
| Cosmetology Board | 3 | 3 | 3 | 3 | 0.0% |
| *Department of Education | 103 | 108 | 114 | 124 | -4.6% |
| District Attorney - Casper | 20 | 20 | 21 | 21 | 0.0% |
| District Attorney - Cheyenne | 22 | 21 | 21 | 21 | 4.8% |
| Enterprise Technology Services | 260 | 204 | 0 | 0 | 27.5% |
| Environmental Quality | 245 | 252 | 256 | 258 | -2.8% |
| Environmental Quality Council | 3 | 2 | 3 | 3 | 50.0% |
| Family Services | 675 | 694 | 732 | 737 | -2.7% |
| Fire Prevention | 34 | 34 | 36 | 36 | 0.0% |
| Game & Fish | 373 | 402 | 405 | 409 | -7.2% |
| Geological Survey | 22 | 22 | 23 | 25 | 0.0% |
| Governor's Office | 46 | 46 | 45 | 44 | 0.0% |
| Governor's Residence | 3 | 3 | 3 | 3 | 0.0% |
| Health | 1213 | 1242 | 1264 | 1265 | -2.3% |
| Insurance Department | 26 | 23 | 23 | 23 | 13.0% |
| Livestock Board | 19 | 19 | 20 | 20 | 0.0% |
| Medical Licensing Board | 4 | 4 | 4 | 4 | 0.0% |
| Nursing Board | 10 | 8 | 9 | 8 | 25.0% |
| Oil & Gas Commission | 37 | 38 | 41 | 40 | -2.6% |
| Outfitters Board | 3 | 3 | 4 | 4 | 0.0% |
| Pari-Mutuel Board | 1 | 1 | 1 | 1 | 0.0% |
| Parks & Cultural Resources | 162 | 161 | 167 | 175 | 0.6% |
| Parole Board | 7 | 7 | 7 | 7 | 0.0% |
| Pharmacy Board | 5 | 5 | 5 | 5 | 0.0% |
| Prof. Teaching Standards Board | 4 | 6 | 5 | 3 | -33.3% |
| Public Defender | 80 | 80 | 81 | 73 | 0.0% |
| Public Service Commission | 34 | 36 | 36 | 36 | -5.6% |
| Real Estate | 4 | 4 | 4 | 4 | 0.0% |
| Retirement System | 37 | 37 | 36 | 39 | 0.0% |
| Revenue | 117 | 116 | 129 | 129 | 0.9% |
| School Facilities Comm. | 13 | 14 | 15 | 13 | -7.1% |
| Secretary of State | 26 | 30 | 28 | 27 | -13.3% |
| State Auditor | 22 | 23 | 21 | 24 | -4.3% |
| State Engineer | 131 | 129 | 136 | 132 | 1.6% |
| State Lands & Investments | 96 | 90 | 101 | 103 | 6.7% |
| State Treasurer | 23 | 23 | 23 | 25 | 0.0% |
| *Supt. Of Public Instruction | 5 | 0 | 0 | 0 | 0.0% |
| Transportation Department | 1939 | 1979 | 1977 | 1990 | -2.0% |
| Water Development Commission | 24 | 25 | 25 | 26 | -4.0% |
| Wildlife & Natural Resources Trust | 2 | 2 | 2 | 1 | 0.0% |
| Workforce Services | 529 | 539 | 240 | 241 | -1.9% |
| WY Military Dept | 210 | 211 | 187 | 192 | -0.5% |
| Total Employee Count | 8405 | 8493 | 8545 | 8595 | -1.0% |

* The Department of Education and the Office of the Superintendent of Public Instruction were separated on March 1, 2013 as a result of Senate File 104.

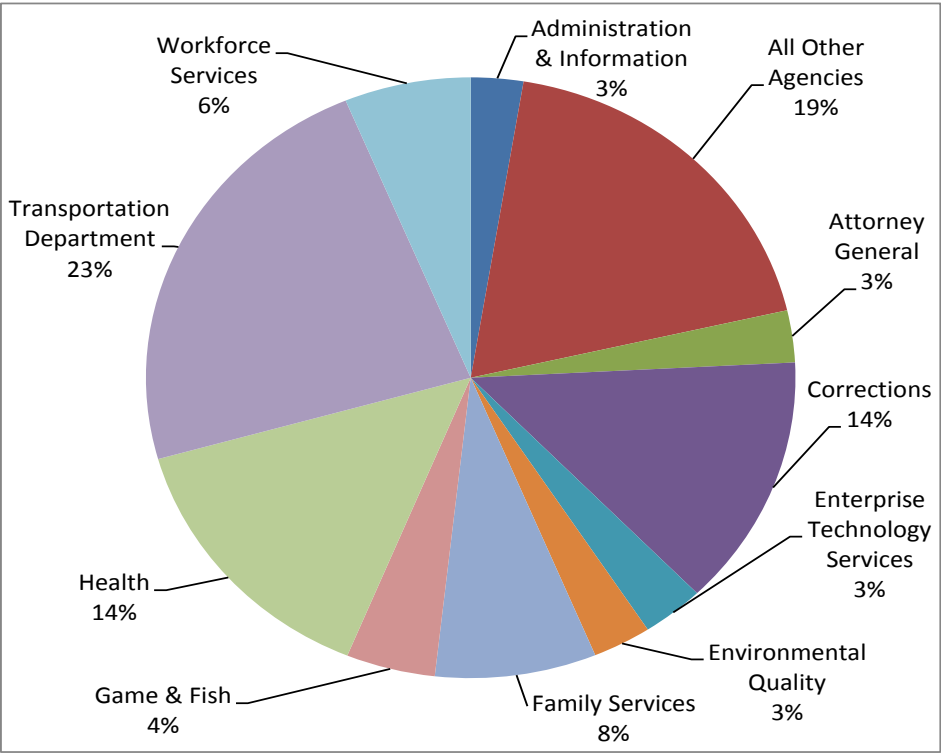
Employee Count by Agency & Salary Increment

| Agency | \$20k - \$30k | \$30k - \$40k | \$40k - \$50k | \$50k - \$60k | \$60k - \$70k | \$70k - \$80k | \$80k - \$90k | \$90k - \$100k | \$100k - \$150k | \$150k - \$200k | \$200k+ |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|--------------------|--------------------|----------|
| Administration & Information | 52 | 31 | 63 | 22 | 15 | 22 | 6 | 2 | 6 | - | - |
| Administrative Hearings | - | 1 | 3 | 1 | 1 | - | 3 | 2 | 1 | - | - |
| Agriculture | 3 | 9 | 24 | 15 | 18 | 8 | 1 | 2 | 1 | - | - |
| Attorney General | 5 | 26 | 44 | 27 | 22 | 44 | 43 | 10 | 13 | 1 | - |
| Audit Department | - | 5 | 43 | 25 | 12 | 6 | 7 | 3 | 3 | - | - |
| Board of Equalization | - | - | - | 2 | - | - | 1 | - | 3 | - | - |
| Board of Geologists | - | - | - | 1 | - | - | - | - | - | - | - |
| C.P.A. Board | - | - | 1 | - | - | 1 | - | - | - | - | - |
| Community College Comm. | - | 1 | 1 | 6 | 2 | 2 | 1 | - | 2 | - | - |
| Corrections | 45 | 546 | 367 | 105 | 34 | 14 | 18 | 5 | 4 | - | - |
| Cosmetology Board | - | 1 | - | 1 | 1 | - | - | - | - | - | - |
| Department of Education | - | 8 | 13 | 37 | 18 | 16 | 5 | 2 | 3 | - | 1 |
| District Attorney - Casper | - | - | 8 | 4 | - | 4 | 2 | 2 | - | - | - |
| District Attorney - Cheyenne | 1 | 2 | 6 | 1 | 3 | 5 | 3 | 1 | - | - | - |
| Enterprise Technology Services | - | 15 | 63 | 70 | 51 | 38 | 13 | 8 | 2 | - | - |
| Environmental Quality | 5 | 9 | 17 | 58 | 66 | 56 | 20 | 8 | 6 | - | - |
| Environmental Quality Council | 1 | - | - | 1 | - | - | - | 1 | - | - | - |
| Family Services | 63 | 172 | 262 | 131 | 24 | 8 | 9 | 5 | 1 | - | - |
| Fire Prevention | 1 | 4 | 9 | 13 | 4 | 1 | - | 2 | - | - | - |
| Game & Fish | 4 | 24 | 63 | 167 | 41 | 43 | 15 | 9 | 7 | - | - |
| Geological Survey | - | 2 | 1 | 6 | 9 | 2 | 1 | - | 1 | - | - |
| Governor's Office | - | 1 | 12 | 12 | 2 | 3 | 2 | 9 | 5 | - | - |
| Governor's Residence | - | 1 | 1 | 1 | - | - | - | - | - | - | - |
| Health | 385 | 190 | 228 | 190 | 113 | 50 | 19 | 19 | 10 | 5 | 4 |
| Insurance Department | 2 | 2 | 5 | 8 | 5 | 2 | - | 1 | 1 | - | - |
| Livestock Board | - | 2 | 5 | 1 | 5 | 2 | 2 | 1 | 1 | - | - |
| Medical Licensing Board | - | 1 | 2 | 1 | - | - | - | - | - | - | - |
| Nursing Board | - | 3 | 3 | - | - | 1 | 2 | - | 1 | - | - |
| Oil & Gas Commission | 3 | 13 | 8 | 8 | 1 | 1 | 1 | - | 1 | 1 | - |
| Outfitters Board | - | 1 | - | 1 | 1 | - | - | - | - | - | - |
| Pari-Mutuel Board | - | - | - | - | - | 1 | - | - | - | - | - |
| Parks & Cultural Resources | 9 | 19 | 58 | 48 | 6 | 15 | 4 | 2 | 1 | - | - |
| Parole Board | - | 3 | 2 | - | - | - | 1 | 1 | - | - | - |
| Pharmacy Board | 1 | - | 2 | - | - | - | - | 2 | - | - | - |
| Prof. Teaching Standards Brd. | - | 3 | - | - | 1 | - | - | - | - | - | - |
| Public Defender | - | - | 20 | 12 | 16 | 7 | 19 | 4 | 2 | - | - |
| Public Service Commission | - | 4 | 2 | 6 | 6 | 7 | 1 | 2 | 6 | - | - |
| Real Estate | - | 1 | 1 | 1 | - | 1 | - | - | - | - | - |
| Retirement System | 1 | 1 | 18 | 7 | 2 | 1 | 2 | 1 | 2 | 2 | - |
| Revenue | 3 | 18 | 51 | 22 | 12 | 4 | 1 | 3 | 3 | - | - |
| School Facilities Comm. | - | - | - | 2 | 1 | 4 | 3 | 1 | 1 | 1 | - |
| Secretary of State | - | 7 | 6 | 5 | 2 | - | 1 | 4 | 1 | - | - |
| State Auditor | - | - | 5 | 7 | 3 | 2 | 1 | 2 | 2 | - | - |
| State Engineer | 2 | 22 | 18 | 44 | 22 | 11 | 1 | 4 | 7 | - | - |
| State Lands & Investments | - | 9 | 35 | 25 | 16 | 4 | 4 | - | 3 | - | - |
| State Treasurer | - | - | 8 | 4 | 3 | 5 | - | - | 3 | - | - |
| Supt. Of Public Instruction | - | - | - | - | - | - | 1 | 1 | 3 | - | - |
| Transportation Department | 67 | 652 | 450 | 321 | 247 | 114 | 60 | 19 | 9 | - | - |
| Water Development Comm. | - | 1 | 2 | 1 | - | 15 | 2 | 2 | 1 | - | - |
| Wildlife & Natural Res. Trust | - | - | - | 1 | - | - | - | - | 1 | - | - |
| Workforce Services | 27 | 97 | 181 | 135 | 43 | 26 | 9 | 5 | 6 | - | - |
| WY Military Department | 9 | 69 | 71 | 39 | 15 | 3 | 2 | - | 2 | - | - |
| Grand Total | 689 | 1,976 | 2,182 | 1,595 | 843 | 549 | 286 | 145 | 125 | 10 | 5 |

Employee Count by Salary Increment



Employee Distribution Among Agencies



Average Monthly Base Salary by Agency

| Agency | Average Monthly Salary | | % Change 12 - '13 | Rank |
|--------------------------------|------------------------|----------------|----------------------|------|
| | Dec '13 | Dec '12 | | |
| Administration & Information | \$3,982 | \$3,923 | 1.5% | 46 |
| Administrative Hearings | \$5,788 | \$5,830 | -0.7% | 8 |
| Agriculture | \$4,579 | \$4,610 | -0.7% | 33 |
| Attorney General | \$5,454 | \$5,537 | -1.5% | 13 |
| Audit Department | \$4,844 | \$4,899 | -1.1% | 30 |
| Board of Equalization | \$7,497 | \$7,085 | 5.8% | 2 |
| Board of Geologists | \$4,892 | \$4,892 | 0.0% | 27 |
| C.P.A. Board | \$4,939 | \$4,939 | 0.0% | 25 |
| Community College Comm. | \$5,685 | \$5,569 | 2.1% | 10 |
| Corrections | \$3,528 | \$3,570 | -1.2% | 52 |
| Cosmetology Board | \$4,336 | \$4,336 | 0.0% | 39 |
| *Department of Education | \$5,239 | \$5,224 | 0.3% | 18 |
| District Attorney - Casper | \$5,224 | \$5,142 | 1.6% | 19 |
| District Attorney - Cheyenne | \$5,078 | \$5,124 | -0.9% | 21 |
| Enterprise Technology Services | \$4,938 | \$4,981 | -0.9% | 26 |
| Environmental Quality | \$5,352 | \$5,382 | -0.6% | 16 |
| Environmental Quality Council | \$4,845 | \$6,141 | -21.1% | 29 |
| Family Services | \$3,760 | \$3,801 | -1.1% | 49 |
| Fire Prevention | \$4,437 | \$4,454 | -0.4% | 38 |
| Game & Fish | \$4,977 | \$4,952 | 0.5% | 23 |
| Geological Survey | \$5,156 | \$5,045 | 2.2% | 20 |
| Governor's Office | \$5,730 | \$5,565 | 3.0% | 9 |
| Governor's Residence | \$3,587 | \$3,587 | 0.0% | 51 |
| Health | \$3,800 | \$3,770 | 0.8% | 47 |
| Insurance Department | \$4,717 | \$4,651 | 1.4% | 31 |
| Livestock Board | \$5,254 | \$5,057 | 3.9% | 17 |
| Medical Licensing Board | \$4,093 | \$4,093 | 0.0% | 44 |
| Nursing Board | \$4,958 | \$4,541 | 9.2% | 24 |
| Oil & Gas Commission | \$4,123 | \$4,101 | 0.5% | 43 |
| Outfitters Board | \$4,531 | \$4,489 | 0.9% | 35 |
| Pari-Mutuel Board | \$5,938 | \$5,938 | 0.0% | 6 |
| Parks & Cultural Resources | \$4,326 | \$4,252 | 1.7% | 40 |
| Parole Board | \$4,475 | \$4,475 | 0.0% | 37 |
| Pharmacy Board | \$5,067 | \$5,000 | 1.3% | 22 |
| Prof. Teaching Standards Brd. | \$3,749 | \$4,258 | -11.9% | 50 |
| Public Defender | \$5,507 | \$5,564 | -1.0% | 12 |
| Public Service Commission | \$5,914 | \$5,769 | 2.5% | 7 |
| Real Estate | \$4,516 | \$4,402 | 2.6% | 36 |
| Retirement System | \$5,378 | \$5,093 | 5.6% | 15 |
| Revenue | \$4,213 | \$4,235 | -0.5% | 41 |
| School Facilities Comm. | \$6,845 | \$6,793 | 0.8% | 4 |
| Secretary of State | \$4,847 | \$4,643 | 4.4% | 28 |
| State Auditor | \$5,556 | \$5,544 | 0.2% | 11 |
| State Engineer | \$4,714 | \$4,763 | -1.0% | 32 |
| State Lands & Investments | \$4,570 | \$4,558 | 0.3% | 34 |
| State Treasurer | \$5,426 | \$5,430 | -0.1% | 14 |
| *Supt. Of Public Instruction | \$8,423 | \$0 | 0.0% | 1 |
| Transportation Department | \$4,063 | \$6,029 | -32.6% | 45 |
| Water Development Comm. | \$6,023 | \$7,012 | -14.1% | 5 |
| Wildlife & Natural Res. Trust | \$7,012 | \$4,146 | 69.1% | 3 |
| Workforce Services | \$4,144 | \$3,756 | 10.3% | 42 |
| Grand Total | \$4,206 | \$4,204 | 0.0% | |

* The Department of Education and the Office of the Superintendent of Public Instruction were separated on March 1, 2013 as a result of Senate File 104.

Employee Gender by Agency

| Agency | # Male Emp. | % Agency Workforce | Avg. Salary | # Female Emp. | % Agency Workforce | Avg. Salary |
|--------------------------------|----------------|-----------------------|-----------------|------------------|-----------------------|-----------------|
| Administration & Information | 117 | 53.4% | \$ 3,918 | 102 | 46.6% | \$ 4,055 |
| Administrative Hearings | 4 | 33.3% | \$ 7,440 | 8 | 66.7% | \$ 4,963 |
| Agriculture | 42 | 51.9% | \$ 4,842 | 39 | 48.1% | \$ 4,295 |
| Attorney General | 112 | 47.7% | \$ 6,381 | 123 | 52.3% | \$ 4,610 |
| Audit Department | 56 | 53.8% | \$ 5,155 | 48 | 46.2% | \$ 4,482 |
| Board of Equalization | 4 | 66.7% | \$ 7,808 | 2 | 33.3% | \$ 6,875 |
| Board of Geologists | - | 0.0% | \$ - | 1 | 100.0% | \$ 4,892 |
| C.P.A. Board | - | 0.0% | \$ - | 2 | 100.0% | \$ 4,939 |
| Community College Comm. | 8 | 53.3% | \$ 6,793 | 7 | 46.7% | \$ 4,419 |
| Corrections | 705 | 62.0% | \$ 3,500 | 433 | 38.0% | \$ 3,575 |
| Cosmetology Board | - | 0.0% | \$ - | 3 | 100.0% | \$ 4,336 |
| Department of Education | 28 | 27.2% | \$ 5,797 | 75 | 72.8% | \$ 5,031 |
| District Attorney - Casper | 8 | 40.0% | \$ 6,687 | 12 | 60.0% | \$ 4,249 |
| District Attorney - Cheyenne | 5 | 22.7% | \$ 6,333 | 17 | 77.3% | \$ 4,708 |
| Enterprise Technology Services | 181 | 69.6% | \$ 4,940 | 79 | 30.4% | \$ 4,932 |
| Environmental Quality | 147 | 60.0% | \$ 5,700 | 98 | 40.0% | \$ 4,829 |
| Environmental Quality Council | 2 | 66.7% | \$ 6,141 | 1 | 33.3% | \$ 2,253 |
| Family Services | 166 | 24.6% | \$ 4,030 | 509 | 75.4% | \$ 3,672 |
| Fire Prevention | 26 | 76.5% | \$ 4,812 | 8 | 23.5% | \$ 3,218 |
| Game & Fish | 270 | 72.4% | \$ 5,223 | 103 | 27.6% | \$ 4,331 |
| Geological Survey | 12 | 54.5% | \$ 5,521 | 10 | 45.5% | \$ 4,717 |
| Governor's Office | 21 | 45.7% | \$ 6,251 | 25 | 54.3% | \$ 5,291 |
| Governor's Residence | - | 0.0% | \$ - | 3 | 100.0% | \$ 3,587 |
| Health | 338 | 27.9% | \$ 4,094 | 875 | 72.1% | \$ 3,687 |
| Insurance Department | 9 | 34.6% | \$ 5,360 | 17 | 65.4% | \$ 4,376 |
| Livestock Board | 10 | 52.6% | \$ 5,922 | 9 | 47.4% | \$ 4,511 |
| Medical Licensing Board | - | 0.0% | \$ - | 4 | 100.0% | \$ 4,093 |
| Nursing Board | - | 0.0% | \$ - | 10 | 100.0% | \$ 4,958 |
| Oil & Gas Commission | 17 | 45.9% | \$ 5,065 | 20 | 54.1% | \$ 3,322 |
| Outfitters Board | 1 | 33.3% | \$ 4,690 | 2 | 66.7% | \$ 4,451 |
| Pari-Mutuel Board | 1 | 100.0% | \$ 5,938 | - | 0.0% | \$ - |
| Parks & Cultural Resources | 92 | 56.8% | \$ 4,459 | 70 | 43.2% | \$ 4,151 |
| Parole Board | 2 | 28.6% | \$ 7,412 | 5 | 71.4% | \$ 3,300 |
| Pharmacy Board | 2 | 40.0% | \$ 5,547 | 3 | 60.0% | \$ 4,747 |
| Prof. Teaching Standards Brd. | - | 0.0% | \$ - | 4 | 100.0% | \$ 3,749 |
| Public Defender | 39 | 48.8% | \$ 6,242 | 41 | 51.3% | \$ 4,808 |
| Public Service Commission | 18 | 52.9% | \$ 6,584 | 16 | 47.1% | \$ 5,160 |
| Real Estate | 1 | 25.0% | \$ 4,133 | 3 | 75.0% | \$ 4,644 |
| Retirement System | 9 | 24.3% | \$ 7,543 | 28 | 75.7% | \$ 4,682 |
| Revenue | 52 | 44.4% | \$ 4,265 | 65 | 55.6% | \$ 4,171 |
| School Facilities Comm. | 11 | 84.6% | \$ 7,328 | 2 | 15.4% | \$ 4,192 |
| Secretary of State | 5 | 19.2% | \$ 4,761 | 21 | 80.8% | \$ 4,867 |
| State Auditor | 5 | 22.7% | \$ 6,049 | 17 | 77.3% | \$ 5,410 |
| State Engineer | 80 | 61.1% | \$ 5,128 | 51 | 38.9% | \$ 4,066 |
| State Lands & Investments | 56 | 58.3% | \$ 4,729 | 40 | 41.7% | \$ 4,349 |
| State Treasurer | 2 | 8.7% | \$ 7,569 | 21 | 91.3% | \$ 5,222 |
| Supt. Of Public Instruction | 3 | 60.0% | \$ 7,928 | 2 | 40.0% | \$ 9,167 |
| Transportation Department | 1,500 | 77.4% | \$ 4,196 | 439 | 22.6% | \$ 3,609 |
| Water Development Comm. | 19 | 79.2% | \$ 6,401 | 5 | 20.8% | \$ 4,584 |
| Wildlife & Natural Res. Trust | 1 | 50.0% | \$ 9,442 | 1 | 50.0% | \$ 4,583 |
| Workforce Services | 140 | 26.5% | \$ 4,692 | 389 | 73.5% | \$ 3,947 |
| WY Military Department | 151 | 71.9% | \$ 3,813 | 59 | 28.1% | \$ 3,757 |
| Grand Total | 4,478 | 53.3% | \$ 4,428 | 3,927 | 46.7% | \$ 3,953 |

Female Salaries as a Percent of Male Salaries

| Agency | 2013 | | | 2012 | | |
|--------------------------------|-----------------|------------------|--------------|-----------------|------------------|--------------|
| | Male Avg. Sal. | Female Avg. Sal. | F/M % | Male Avg. Sal. | Female Avg. Sal. | F/M % |
| Administration & Information | \$ 3,918 | \$ 4,055 | 103.5% | \$ 3,877 | \$ 3,974 | 102.5% |
| Administrative Hearings | \$ 7,440 | \$ 4,963 | 66.7% | \$ 7,440 | \$ 5,025 | 67.5% |
| Agriculture | \$ 4,842 | \$ 4,295 | 88.7% | \$ 4,899 | \$ 4,268 | 87.1% |
| Attorney General | \$ 6,381 | \$ 4,610 | 72.2% | \$ 6,342 | \$ 4,698 | 74.1% |
| Audit Department | \$ 5,155 | \$ 4,482 | 86.9% | \$ 5,331 | \$ 4,433 | 83.1% |
| Board of Equalization | \$ 7,808 | \$ 6,875 | 88.1% | \$ 7,808 | \$ 4,192 | 53.7% |
| Board of Geologists | \$ - | \$ 4,892 | 0.0% | \$ - | \$ 4,892 | |
| C.P.A. Board | \$ - | \$ 4,939 | 0.0% | \$ - | \$ 4,939 | |
| Community College Comm. | \$ 6,793 | \$ 4,419 | 65.0% | \$ 6,393 | \$ 4,508 | 70.5% |
| Corrections | \$ 3,500 | \$ 3,575 | 102.2% | \$ 3,551 | \$ 3,604 | 101.5% |
| Cosmetology Board | \$ - | \$ 4,336 | 0.0% | \$ - | \$ 4,336 | |
| *Department of Education | \$ 5,797 | \$ 5,031 | 86.8% | \$ 5,792 | \$ 4,842 | 83.6% |
| District Attorney - Casper | \$ 6,687 | \$ 4,249 | 63.5% | \$ 6,687 | \$ 4,249 | 63.5% |
| District Attorney - Cheyenne | \$ 6,333 | \$ 4,708 | 74.3% | \$ 6,821 | \$ 4,615 | 67.6% |
| Enterprise Technology Services | \$ 4,940 | \$ 4,932 | 99.8% | \$ 4,952 | \$ 5,067 | 102.3% |
| Environmental Quality | \$ 5,700 | \$ 4,829 | 84.7% | \$ 5,745 | \$ 4,864 | 84.7% |
| Environmental Quality Council | \$ 6,141 | \$ 2,253 | 36.7% | \$ 6,141 | \$ - | |
| Family Services | \$ 4,030 | \$ 3,672 | 91.1% | \$ 4,097 | \$ 3,701 | 90.3% |
| Fire Prevention | \$ 4,812 | \$ 3,218 | 66.9% | \$ 4,835 | \$ 3,218 | 66.6% |
| Game & Fish | \$ 5,223 | \$ 4,331 | 82.9% | \$ 5,211 | \$ 4,247 | 81.5% |
| Geological Survey | \$ - | \$ 4,717 | | \$ - | \$ 4,663 | |
| Governor's Office | \$ 6,251 | \$ 5,291 | 84.6% | \$ 6,077 | \$ 5,096 | 83.9% |
| Governor's Residence | \$ - | \$ 3,587 | | \$ - | \$ 3,587 | |
| Health | \$ 4,094 | \$ 3,687 | 90.1% | \$ 4,073 | \$ 3,655 | 89.7% |
| Insurance Department | \$ - | \$ 4,376 | | \$ - | \$ 4,286 | |
| Livestock Board | \$ - | \$ 4,511 | | \$ - | \$ 4,184 | |
| Medical Licensing Board | \$ - | \$ 4,093 | | \$ - | \$ 4,093 | |
| Nursing Board | \$ - | \$ 4,958 | | \$ - | \$ 4,541 | |
| Oil & Gas Commission | \$ 5,065 | \$ 3,322 | 65.6% | \$ 4,598 | \$ 3,549 | 77.2% |
| Outfitters Board | \$ 4,690 | \$ 4,451 | 94.9% | \$ 4,565 | \$ 4,451 | 97.5% |
| Pari-Mutuel Board | \$ 5,938 | \$ - | 0.0% | \$ 5,938 | \$ - | |
| Parks & Cultural Resources | \$ 4,459 | \$ 4,151 | 93.1% | \$ 4,400 | \$ 4,040 | 91.8% |
| Parole Board | \$ 7,412 | \$ 3,300 | 44.5% | \$ 7,412 | \$ 3,300 | 44.5% |
| Pharmacy Board | \$ 5,547 | \$ 4,747 | 85.6% | \$ 5,380 | \$ 4,747 | 88.2% |
| Prof. Teaching Standards Brd. | \$ - | \$ 3,749 | | \$ - | \$ 4,258 | |
| Public Defender | \$ 6,242 | \$ 4,808 | 77.0% | \$ 6,358 | \$ 4,880 | 76.7% |
| Public Service Commission | \$ 6,584 | \$ 5,160 | 78.4% | \$ 6,837 | \$ 4,701 | 68.8% |
| Real Estate | \$ 4,133 | \$ 4,644 | 112.4% | \$ 5,100 | \$ 3,703 | 72.6% |
| Retirement System | \$ 7,543 | \$ 4,682 | 62.1% | \$ 7,577 | \$ 4,042 | 53.3% |
| Revenue | \$ 4,265 | \$ 4,171 | 97.8% | \$ 4,507 | \$ 4,007 | 88.9% |
| School Facilities Comm. | \$ 7,328 | \$ 4,192 | 57.2% | \$ 7,126 | \$ 5,572 | 78.2% |
| Secretary of State | \$ 4,761 | \$ 4,867 | 102.2% | \$ 4,589 | \$ 4,656 | 101.5% |
| State Auditor | \$ 6,049 | \$ 5,410 | 89.4% | \$ 5,849 | \$ 5,459 | 93.3% |
| State Engineer | \$ 5,128 | \$ 4,066 | 79.3% | \$ 5,226 | \$ 4,007 | 76.7% |
| State Lands & Investments | \$ 4,729 | \$ 4,349 | 92.0% | \$ 4,906 | \$ 4,103 | 83.6% |
| State Treasurer | \$ 7,569 | \$ 5,222 | 69.0% | \$ 7,569 | \$ 5,227 | 69.1% |
| *Supt. Of Public Instruction | \$ 7,928 | \$ 9,167 | 115.6% | \$ - | \$ - | |
| Transportation Department | \$ 4,196 | \$ 3,609 | 86.0% | \$ 4,216 | \$ 3,634 | 86.2% |
| Water Development Comm. | \$ 6,401 | \$ 4,584 | 71.6% | \$ 6,390 | \$ 4,584 | 71.7% |
| Wildlife & Natural Res. Trust | \$ 9,442 | \$ 4,583 | 48.5% | \$ 9,442 | \$ 4,583 | 48.5% |
| Workforce Services | \$ 4,692 | \$ 3,947 | 84.1% | \$ 4,733 | \$ 3,924 | 82.9% |
| WY Military Department | \$ 3,813 | \$ 3,757 | 98.5% | \$ 3,765 | \$ 3,737 | 99.3% |
| Grand Total | \$ 4,428 | \$ 3,953 | 89.3% | \$ 4,448 | \$ 3,923 | 88.2% |

* The Department of Education and the Office of the Superintendent of Public Instruction were separated on March 1, 2013 as a result of Senate File 104.

Employee Gender by Salary Increment

| Salary Increment | Male | % of Total | Female | % of Total | Total |
|--------------------|-------------|------------|-------------|------------|-------------|
| \$20k - \$30k | 200 | 29% | 489 | 71% | 689 |
| \$30k - \$40k | 1127 | 57% | 849 | 43% | 1976 |
| \$40k - \$50k | 949 | 43% | 1233 | 57% | 2182 |
| \$50k - \$60k | 887 | 56% | 708 | 44% | 1595 |
| \$60k - \$70k | 523 | 62% | 320 | 38% | 843 |
| \$70k - \$80k | 381 | 69% | 168 | 31% | 549 |
| \$80k - \$90k | 219 | 77% | 67 | 23% | 286 |
| \$90k - \$100k | 94 | 65% | 51 | 35% | 145 |
| \$100k - \$150k | 85 | 68% | 40 | 32% | 125 |
| \$150k - \$200k | 8 | 80% | 2 | 20% | 10 |
| \$200k+ | 5 | 100% | 0 | 0% | 5 |
| Grand Total | 4478 | | 3927 | | 8405 |

Employees by Occupational Group

| Occupational Group | Incumbents | % of Workforce | Average Salary |
|---------------------------------|-------------|----------------|----------------|
| Attorney | 140 | 1.7% | \$6,622 |
| Benefits & Eligibility | 293 | 3.5% | \$3,779 |
| Business Administration | 1015 | 12.1% | \$3,489 |
| Computer Technology | 330 | 3.9% | \$4,907 |
| Correctional | 628 | 7.5% | \$3,311 |
| Cultural Resources | 91 | 1.1% | \$4,676 |
| Education & Training | 182 | 2.2% | \$4,619 |
| Employment & Human Resources | 207 | 2.5% | \$4,062 |
| Engineering & Natural Resources | 639 | 7.6% | \$5,467 |
| Executive | 235 | 2.8% | \$8,520 |
| Financial | 680 | 8.1% | \$4,279 |
| Fish & Wildlife | 261 | 3.1% | \$5,233 |
| Healthcare Services | 746 | 8.9% | \$3,772 |
| Inspection & Safety | 132 | 1.6% | \$4,450 |
| Institutional Support Services | 154 | 1.8% | \$2,568 |
| Land & Real Estate | 49 | 0.6% | \$4,867 |
| Public Information | 64 | 0.8% | \$4,279 |
| Public Safety | 548 | 6.5% | \$4,440 |
| Social Services | 675 | 8.0% | \$3,969 |
| Trades | 443 | 5.3% | \$3,618 |
| Transportation | 893 | 10.6% | \$3,556 |
| Grand Total | 8405 | | \$4,206 |

Average Base Salary by Classification and Gender*

| Classification | Average Salary | Male Avg Sal | Female Avg Sal | % F/M |
|--|----------------|--------------|----------------|--------|
| Adult Probation & Parole Officer | \$3,785 | \$3,789 | \$3,783 | 99.8% |
| Auditor II | \$3,805 | \$3,809 | \$3,801 | 99.8% |
| Buildings & Grounds Assistant I | \$1,974 | \$1,941 | \$2,023 | 104.2% |
| Caseworker | \$3,745 | \$3,685 | \$3,769 | 102.3% |
| Certified Teacher | \$4,458 | \$4,429 | \$4,486 | 101.3% |
| Computer Technology Support Specialist I | \$3,747 | \$3,675 | \$3,844 | 104.6% |
| Construction & Field Survey Specialist | \$3,516 | \$3,523 | \$3,498 | 99.3% |
| Construction & Field Survey Technician | \$3,035 | \$3,012 | \$3,061 | 101.6% |
| Correctional Officer | \$2,884 | \$2,879 | \$2,909 | 101.0% |
| Correctional Sergeant | \$4,061 | \$4,053 | \$4,088 | 100.8% |
| Education Program Consultant | \$5,032 | \$5,086 | \$5,015 | 98.6% |
| Employment Services Specialist | \$3,504 | \$3,571 | \$3,480 | 97.4% |
| Executive Management 1 | \$7,262 | \$7,347 | \$7,105 | 96.7% |
| Executive Management 2 | \$8,729 | \$9,140 | \$8,050 | 88.1% |
| Executive Management 3 | \$8,963 | \$9,078 | \$8,801 | 97.0% |
| Food Services Specialist | \$2,677 | \$2,695 | \$2,669 | 99.0% |
| Housekeeper | \$1,949 | \$2,130 | \$1,893 | 88.9% |
| Human Service Specialist | \$2,737 | \$2,719 | \$2,744 | 100.9% |
| Human Services Aide | \$2,344 | \$2,342 | \$2,345 | 100.1% |
| Inspection Specialist II | \$4,006 | \$4,182 | \$3,868 | 92.5% |
| Instructor II | \$4,147 | \$4,247 | \$4,029 | 94.9% |
| Natural Resources Analyst | \$4,637 | \$4,626 | \$4,662 | 100.8% |
| Natural Resources Program Principal | \$5,708 | \$5,703 | \$5,726 | 100.4% |
| Nurse | \$4,389 | \$4,429 | \$4,382 | 98.9% |
| Policy & Planning Analyst II | \$4,655 | \$4,636 | \$4,678 | 100.9% |
| Port of Entry Assistant I | \$2,669 | \$2,669 | \$2,669 | 100.0% |
| Port of Entry Assistant II | \$2,944 | \$2,931 | \$2,954 | 100.8% |
| Practicing Attorney 2 | \$5,606 | \$5,672 | \$5,521 | 97.3% |
| Practicing Attorney 3 | \$6,469 | \$6,533 | \$6,375 | 97.6% |
| Principal Auditor | \$5,071 | \$5,051 | \$5,088 | 100.7% |
| Project Engineer | \$5,226 | \$5,221 | \$5,248 | 100.5% |
| Security Guard II | \$2,728 | \$2,769 | \$2,682 | 96.8% |
| Senior Accounting Analyst | \$4,911 | \$4,836 | \$4,942 | 102.2% |
| Senior Auditor | \$4,182 | \$4,232 | \$4,147 | 98.0% |
| Senior Computer Technology Business Applications Analyst | \$5,418 | \$5,453 | \$5,329 | 97.7% |
| Senior Policy & Planning Analyst | \$5,299 | \$5,314 | \$5,287 | 99.5% |
| Senior Wildlife Biologist | \$4,892 | \$4,892 | \$4,892 | 100.0% |
| Social Services Program Supervisor | \$4,862 | \$4,906 | \$4,847 | 98.8% |
| Social Services Worker | \$3,786 | \$3,781 | \$3,788 | 100.2% |
| Youth Services Aide | \$2,563 | \$2,602 | \$2,502 | 96.2% |
| Youth Services Specialist II | \$3,328 | \$3,339 | \$3,312 | 99.2% |

*This chart includes classifications with at least 10 male and 10 female incumbents.

Employees by County

Full-Time Employee Count
Average Monthly Base Pay
Total Annualized Base Pay

Total = 8,405

Total = \$ 4,206

Total = \$ 424,217,160

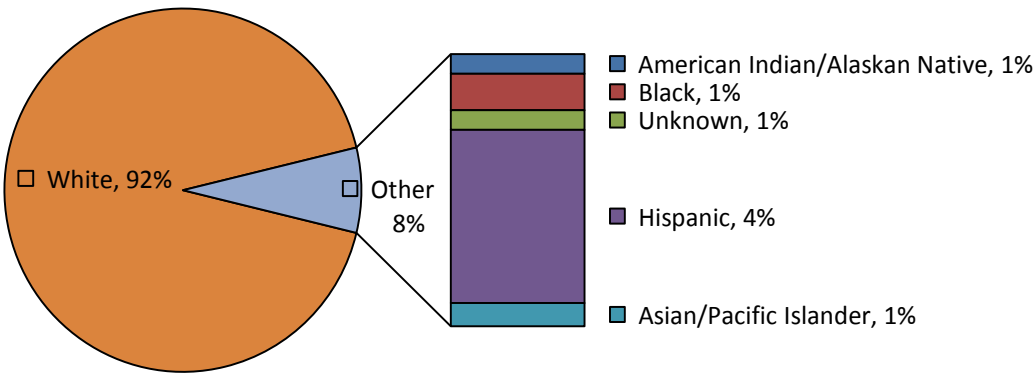
| | | | | |
|---|---|---|--|--|
| Park 135 \$4,257 \$6,896,340 | Big Horn 142 \$3,653 \$6,224,712 | Sheridan 296 \$4,092 \$14,534,784 | Campbell 134 \$3,959 \$6,366,072 | Crook 56 \$3,849 \$2,586,528 |
| Teton 71 \$4,223 \$3,597,996 | Hot Springs 60 \$3,467 \$2,496,240 | Washakie 158 \$3,807 \$7,218,072 | Johnson 98 \$3,554 \$4,179,504 | Weston 143 \$3,662 \$6,283,992 |
| Sublette 62 \$4,674 \$3,477,456 | Fremont 732 \$3,660 \$32,149,440 | Natrona 517 \$4,241 \$26,311,164 | Converse 105 \$4,030 \$5,077,800 | Niobrara 109 \$3,441 \$4,500,828 |
| Lincoln 100 \$4,031 \$4,837,200 | Sweetwater 213 \$4,151 \$10,609,956 | Carbon 471 \$3,563 \$20,138,076 | Albany 246 \$4,313 \$12,731,976 | Platte 145 \$3,739 \$6,505,860 |
| Uinta 437 \$3,639 \$19,082,916 | | | | Goshen 403 \$3,376 \$16,326,336 |
| | | | | Laramie 3572 \$4,715 \$202,103,760 |

Employee Gender & Average Salary by County

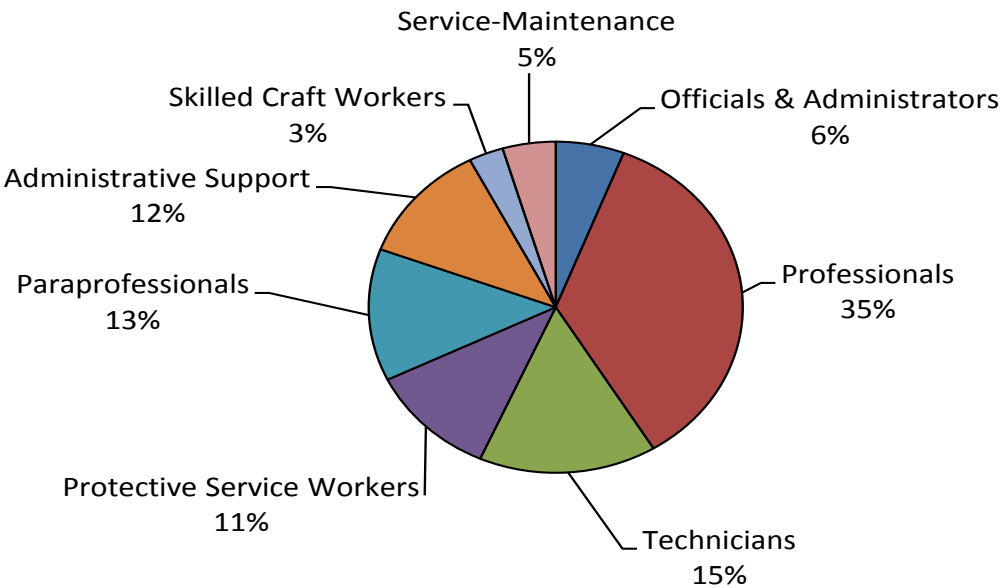
Female Full-Time Count & Average Monthly Base Pay
 Male Full-Time Count & Average Monthly Base Pay
 F/M Percent of Female Average Monthly Base Pay compared to Male

| | | | |
|---|---|---|---|
| Park 55F \$3,823 80M \$4,554 F/M 84% | Sheridan 146F \$3,738 150M \$4,437 F/M 84% | Campbell 74F \$3,731 60M \$4,240 F/M 88% | Crook 16F \$3,441 40M \$4,023 F/M 85% |
| Teton 27F \$4,120 44M \$4,287 F/M 96% | Big Horn 74F \$3,248 68M \$4,093 F/M 79% | Johnson 43F \$3,145 55M \$3,874 F/M 81% | Weston 42F \$3,512 101M \$3,725 F/M 94% |
| Hot Springs 37F \$3,254 23M \$3,811 F/M 85% | Washakie 41F \$3,778 117M \$3,817 F/M 99% | Natrona 266F \$3,790 251M \$4,719 F/M 80% | Niobrara 51F \$3,517 58M \$3,374 F/M 104% |
| Sublette 13F \$4,464 49M \$4,730 F/M 94% | Fremont 366F \$3,402 366M \$3,918 F/M 87% | Converse 50F \$3,477 55M \$4,532 F/M 77% | Goshen 115F \$3,488 288M \$3,332 F/M 105% |
| Lincoln 34F \$3,550 66M \$4,279 F/M 83% | Sweetwater 88F \$3,831 125M \$4,376 F/M 88% | Albany 91F \$4,114 155M \$4,430 F/M 93% | Platte 41F \$3,747 104M \$3,735 F/M 100% |
| Uinta 263F \$3,322 174M \$4,117 F/M 81% | Carbon 140F \$3,567 331M \$3,561 F/M 100% | Laramie 1854F \$4,370 1718M \$5,086 F/M 86% | |

Workforce Ethnicity



Employees by EEO-4 Category



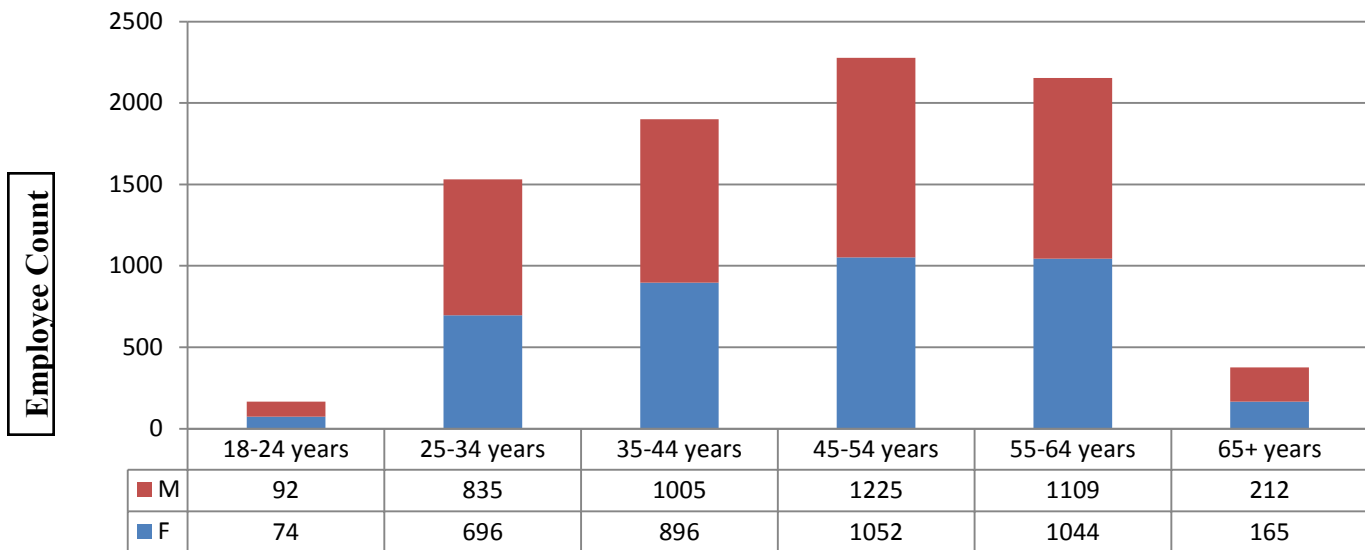
Employee Age & Length of Service

- The chart showing average length of service and age by Occupational Group (page 22) indicates the Correctional, Social Services, and Public Safety fields attract younger workers than other fields (average age less than 45 years).
- The number of employees age 54 years or less has decreased from 2012 by 3.5%, while the number of employees age 55+ years has increased by 3.5% from 2012.
- The number of retirements in 2013 increased by ten (3.7%) from 2012.
- 17.2% of the workforce was eligible to retire in December 2013. This is a 2.6% increase from 2012.
- 24.5% of the workforce will be eligible to retire in 5 years. This is a 2.0% increase from 2012.
- The number of employees earning some level of longevity has increased by 44 (less than 1%), however, the monthly cost of longevity has decreased from 2012. This indicates that the number of employees that receive lower amounts of longevity (\$120 or less) has increased while the number of employees that receive higher amount of longevity (\$160 +) has decreased.

Average Age & Length of Service By Agency

| Agency | Average Age | Average Service | Workforce Age & Length of Service Trends |
|--------------------------------|-------------|-----------------|---|
| Administration & Information | 49.8 | 14.1 | Full-time employees: Avg. age = 46.9 years old Avg. length of service = 11.1 years |
| Administrative Hearings | 53.1 | 16.0 | |
| Agriculture | 44.4 | 11.9 | |
| Attorney General | 46.2 | 9.6 | Male: Avg. age = 46.7 years old Avg. length of service = 11.3 years |
| Audit Department | 43.8 | 10.8 | |
| Board of Equalization | 50.4 | 9.6 | |
| Board of Geologists | 64.1 | 22.6 | Female: Avg. age = 47.1 years old Avg. length of service = 10.8 years |
| C.P.A. Board | 49.7 | 6.9 | |
| Community College Comm. | 49.6 | 9.8 | |
| Corrections | 42.1 | 6.6 | White: Avg. age = 44.8 years old Avg. length of service = 9.5 years |
| Cosmetology Board | 60.8 | 11.2 | |
| Department of Education | 47.9 | 7.8 | |
| District Attorney - Casper | 47.7 | 11.0 | Minority: Avg. age = 47.0 years old Avg. length of service = 11.2 years |
| District Attorney - Cheyenne | 42.1 | 9.1 | |
| Enterprise Technology Services | 47.1 | 12.1 | |
| Environmental Quality | 48.2 | 12.2 | 30.1% of full-time employees were 55 years of age and over. |
| Environmental Quality Council | 46.2 | 7.5 | |
| Family Services | 45.8 | 10.4 | |
| Fire Prevention | 54.0 | 9.7 | 5,687 employees (68%) receive some level of longevity pay for having at least 5 years of service. 2,718 employees receive no longevity pay. |
| Game & Fish | 46.1 | 14.8 | |
| Geological Survey | 49.2 | 10.4 | |
| Governor's Office | 50.1 | 8.0 | |
| Governor's Residence | 57.4 | 8.9 | |
| Health | 47.8 | 10.6 | |
| Insurance Department | 50.2 | 12.6 | |
| Livestock Board | 51.3 | 12.3 | |
| Medical Licensing Board | 49.8 | 13.7 | |
| Nursing Board | 46.3 | 2.9 | |
| Oil & Gas Commission | 57.6 | 14.5 | |
| Outfitters Board | 53.6 | 23.0 | |
| Pari-Mutuel Board | 60.1 | 5.5 | |
| Parks & Cultural Resources | 50.3 | 14.1 | |
| Parole Board | 46.4 | 14.1 | |
| Pharmacy Board | 59.9 | 7.0 | |
| Prof. Teaching Standards Brd. | 35.0 | 6.1 | |
| Public Defender | 46.9 | 8.4 | |
| Public Service Commission | 50.2 | 13.3 | |
| Real Estate | 44.6 | 6.0 | |
| Retirement System | 48.3 | 9.6 | |
| Revenue | 48.0 | 11.9 | |
| School Facilities Comm. | 50.4 | 5.6 | |
| Secretary of State | 48.3 | 14.5 | |
| State Auditor | 47.3 | 15.7 | |
| State Engineer | 49.6 | 12.6 | |
| State Lands & Investments | 49.1 | 13.4 | |
| State Treasurer | 52.3 | 19.8 | |
| Supt. Of Public Instruction | 58.6 | 9.8 | |
| Transportation Department | 47.2 | 13.2 | |
| Water Development Comm. | 53.1 | 15.9 | |
| Wildlife & Natural Res. Trust | 43.6 | 7.2 | |
| Workforce Services | 48.7 | 10.3 | |
| WY Military Department | 48.2 | 8.7 | |
| Statewide | 46.9 | 11.1 | |

Workforce Age Summary



| | | | | | | |
|----------------|------|-------|-------|-------|-------|------|
| % of Employees | 2.0% | 18.2% | 22.6% | 27.1% | 25.6% | 4.5% |
|----------------|------|-------|-------|-------|-------|------|

Average Length of Service and Age by Occupational Group

| Occupational Group | Employee Count | Average Years of Service | Average Age |
|---------------------------------|----------------|--------------------------|-------------|
| Attorney | 140 | 9.2 | 45.2 |
| Benefits & Eligibility | 293 | 12.1 | 47.5 |
| Business Administration | 1015 | 11.1 | 49.3 |
| Computer Technology | 330 | 12.1 | 47.2 |
| Correctional | 628 | 5.5 | 38.7 |
| Cultural Resources | 91 | 15.0 | 50.2 |
| Education & Training | 182 | 9.9 | 50.0 |
| Employment & Human Resources | 207 | 11.8 | 50.9 |
| Engineering & Natural Resources | 639 | 13.8 | 46.9 |
| Executive | 235 | 11.6 | 53.5 |
| Financial | 680 | 12.8 | 48.2 |
| Fish & Wildlife | 261 | 15.5 | 45.1 |
| Healthcare Services | 746 | 9.1 | 45.7 |
| Inspection & Safety | 132 | 9.9 | 49.6 |
| Institutional Support Services | 154 | 8.9 | 48.9 |
| Land & Real Estate | 49 | 13.9 | 48.4 |
| Public Information | 64 | 11.9 | 46.8 |
| Public Safety | 548 | 10.5 | 44.4 |
| Social Services | 675 | 8.9 | 43.1 |
| Trades | 443 | 12.4 | 50.5 |
| Transportation | 893 | 13.0 | 48.4 |
| Average | 8405 | 11.1 | 46.9 |

Average Length of Service & Age by Salary Increment

| Salary Increment | Avg Years of Service | Average Age | Employee Count |
|------------------|----------------------|-------------|----------------|
| \$20k - \$30k | 6.1 | 43.0 | 689 |
| \$30k - \$40k | 7.4 | 44.3 | 1976 |
| \$40k - \$50k | 11.2 | 46.9 | 2182 |
| \$50k - \$60k | 12.8 | 47.6 | 1595 |
| \$60k - \$70k | 14.1 | 48.6 | 843 |
| \$70k - \$80k | 15.8 | 50.4 | 549 |
| \$80k - \$90k | 16.1 | 50.8 | 286 |
| \$90k - \$100k | 16.8 | 52.5 | 145 |
| \$100k - \$150k | 15.5 | 55.9 | 125 |
| \$150k - \$200k | 3.6 | 55.7 | 10 |
| \$200k+ | 3.9 | 60.9 | 5 |
| Statewide | 11.1 | 46.9 | 8405 |

Longevities by Salary Increment

| Longevity | 5 yr \$40 | 10 yr \$80 | 15 yr \$120 | 20 yr \$160 | 25 yr \$200 | 30 yr \$240 | 35 yr \$280 | 40 yr \$320 | 45 yr \$360 | 50 yr \$400 | Total |
|--------------------|--------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-------------|
| \$20k - \$30k | 156 | 60 | 21 | 23 | 18 | 5 | 3 | 0 | 0 | 0 | 286 |
| \$30k - \$40k | 500 | 176 | 118 | 73 | 51 | 22 | 20 | 4 | 0 | 0 | 964 |
| \$40k - \$50k | 612 | 322 | 216 | 153 | 134 | 76 | 34 | 2 | 1 | 0 | 1550 |
| \$50k - \$60k | 412 | 261 | 161 | 134 | 109 | 78 | 41 | 8 | 2 | 1 | 1207 |
| \$60k - \$70k | 232 | 162 | 115 | 69 | 68 | 48 | 25 | 2 | 0 | 0 | 721 |
| \$70k - \$80k | 118 | 108 | 79 | 70 | 47 | 40 | 21 | 0 | 0 | 0 | 483 |
| \$80k - \$90k | 48 | 50 | 53 | 45 | 27 | 16 | 9 | 0 | 0 | 0 | 248 |
| \$90k - \$100k | 29 | 17 | 17 | 23 | 16 | 14 | 7 | 0 | 0 | 0 | 123 |
| \$100k - \$150k | 19 | 22 | 17 | 14 | 12 | 13 | 3 | 0 | 0 | 0 | 100 |
| \$150k - \$200k | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 |
| \$200k+ | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 |
| Grand Total | 2130 | 1179 | 797 | 604 | 482 | 312 | 163 | 16 | 3 | 1 | 5687 |

Longevities by Agency

| Longevity | 5 yr \$40 | 10 yr \$80 | 15 yr \$120 | 20 yr \$160 | 25 yr \$200 | 30 yr \$240 | 35 yr \$280 | 40 yr \$320 | 45 yr \$360 | 50 yr \$400 | Total | Monthly Expense |
|--------------------------------|--------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-------------|--------------------|
| Administration & Information | 65 | 28 | 23 | 25 | 17 | 10 | 10 | 1 | 0 | 0 | 179 | \$20,520 |
| Administrative Hearings | 5 | 1 | 0 | 2 | 1 | 2 | 0 | 0 | 0 | 0 | 11 | \$1,280 |
| Agriculture | 33 | 15 | 6 | 6 | 7 | 3 | 0 | 0 | 0 | 0 | 70 | \$6,320 |
| Attorney General | 86 | 33 | 19 | 14 | 8 | 4 | 1 | 1 | 0 | 0 | 166 | \$13,760 |
| Audit Department | 20 | 11 | 17 | 9 | 7 | 2 | 0 | 0 | 0 | 0 | 66 | \$7,040 |
| Board of Equalization | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | \$360 |
| Board of Geologists | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | \$160 |
| C.P.A. Board | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | \$80 |
| Community College Comm. | 1 | 4 | 3 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 9 | \$920 |
| Corrections | 267 | 103 | 61 | 41 | 22 | 7 | 2 | 0 | 0 | 0 | 503 | \$39,440 |
| Cosmetology Board | 2 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | \$200 |
| *Department of Education | 25 | 12 | 9 | 5 | 3 | 0 | 0 | 1 | 0 | 0 | 55 | \$4,760 |
| District Attorney - Casper | 10 | 4 | 0 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 17 | \$1,360 |
| District Attorney - Cheyenne | 7 | 4 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 14 | \$1,000 |
| Enterprise Technology Services | 71 | 39 | 36 | 22 | 14 | 7 | 4 | 1 | 1 | 0 | 195 | \$20,080 |
| Environmental Quality | 64 | 42 | 38 | 15 | 15 | 13 | 1 | 0 | 0 | 0 | 188 | \$19,280 |
| Environmental Quality Council | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | \$160 |
| Family Services | 185 | 122 | 70 | 43 | 44 | 7 | 4 | 1 | 0 | 0 | 476 | \$44,360 |
| Fire Prevention | 14 | 6 | 2 | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 26 | \$2,080 |
| Game & Fish | 100 | 67 | 30 | 39 | 34 | 22 | 20 | 1 | 0 | 0 | 313 | \$37,200 |
| Geological Survey | 9 | 2 | 0 | 1 | 0 | 1 | 2 | 0 | 0 | 0 | 15 | \$1,480 |
| Governor's Office | 11 | 7 | 3 | 0 | 1 | 2 | 0 | 0 | 0 | 0 | 24 | \$2,040 |
| Governor's Residence | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | \$160 |
| Health | 293 | 154 | 96 | 99 | 70 | 46 | 18 | 2 | 0 | 0 | 778 | \$82,120 |
| Insurance Department | 5 | 1 | 4 | 4 | 4 | 0 | 0 | 0 | 0 | 0 | 18 | \$2,200 |
| Livestock Board | 7 | 3 | 4 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 16 | \$1,480 |
| Medical Licensing Board | 2 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | \$320 |
| Nursing Board | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | \$120 |
| Oil & Gas Commission | 4 | 6 | 5 | 2 | 4 | 3 | 2 | 0 | 0 | 0 | 26 | \$3,640 |
| Outfitters Board | 0 | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 3 | \$480 |
| Pari-Mutuel Board | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | \$40 |
| Parks & Cultural Resources | 45 | 22 | 15 | 12 | 19 | 14 | 2 | 1 | 0 | 0 | 130 | \$15,320 |
| Parole Board | 2 | 1 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 6 | \$680 |
| Pharmacy Board | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | \$160 |
| Prof. Teaching Standards Brd. | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | \$160 |
| Public Defender | 19 | 9 | 9 | 3 | 5 | 0 | 0 | 0 | 0 | 0 | 45 | \$4,040 |
| Public Service Commission | 6 | 12 | 3 | 3 | 2 | 0 | 2 | 0 | 0 | 0 | 28 | \$3,000 |
| Real Estate | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | \$120 |
| Retirement System | 15 | 4 | 2 | 2 | 1 | 2 | 0 | 0 | 0 | 0 | 26 | \$2,160 |
| Revenue | 36 | 18 | 18 | 8 | 5 | 1 | 5 | 1 | 0 | 0 | 92 | \$9,280 |
| School Facilities Comm. | 3 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 5 | \$400 |
| Secretary of State | 2 | 2 | 2 | 5 | 3 | 3 | 0 | 0 | 0 | 0 | 17 | \$2,600 |
| State Auditor | 4 | 3 | 2 | 3 | 1 | 2 | 2 | 0 | 0 | 0 | 17 | \$2,360 |
| State Engineer | 34 | 26 | 15 | 12 | 7 | 6 | 3 | 0 | 0 | 0 | 103 | \$10,840 |
| State Lands & Investments | 25 | 17 | 7 | 11 | 8 | 3 | 3 | 0 | 1 | 0 | 75 | \$8,480 |
| State Treasurer | 5 | 4 | 2 | 3 | 3 | 3 | 2 | 0 | 0 | 0 | 22 | \$3,120 |
| *Supt. Of Public Instruction | 1 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | \$280 |
| Transportation Department | 434 | 279 | 215 | 152 | 139 | 130 | 67 | 6 | 1 | 1 | 1424 | \$170,240 |
| Water Development Comm. | 3 | 6 | 4 | 2 | 2 | 2 | 1 | 0 | 0 | 0 | 20 | \$2,560 |
| Wildlife & Natural Res. Trust | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | \$80 |
| Workforce Services | 143 | 74 | 55 | 39 | 25 | 10 | 8 | 0 | 0 | 0 | 354 | \$34,120 |
| WY Military Department | 56 | 27 | 13 | 15 | 6 | 2 | 3 | 0 | 0 | 0 | 122 | \$10,880 |
| Grand Total | 2130 | 1179 | 797 | 604 | 482 | 312 | 163 | 16 | 3 | 1 | 5687 | \$595,320 |

* The Department of Education and the Office of the Superintendent of Public Instruction were separated on March 1, 2013 as a result of Senate File 104.

Retirement Eligibility

Retirement Trend Data

5 Year History

Jan 2009 - Dec 2013 there were 1174 retirements*

- 142 of these did not meet eligibility requirements.
- 1032 were eligible. They stayed an average of 50 months (4 yrs & 2 months) after they met the eligibility requirement.

In 2013, there were 274 retirements. The average age of the retirees was 62 years and 2 months.

Current eligibility**:

- 1443 employees (FT) were eligible to retire on December 31, 2013***. They have an average of 46 months of service past the date they met the eligibility requirement. Of these, 752 have 36 or more months of service past the date they met the eligibility requirement. 25% of them (358) are over the age of 65 with an average of 83 months of service after they met the eligibility requirement.

*based on terminations of full-time employees coded as retired or disability retirement in payroll data

**eligibility calculations are based on payroll data and do not include non-state employment service that may effect the eligibility

***data is based on full-time employees as of December 2013

Retirement eligibility was calculated based on the following criteria:

- all employees age 60 and above with at least 4 years of service
- all employees who meet the rule of 85 (years of service and age must be greater than or equal to 85)

Ranked by % Eligible to Retire in 5 Years

| | Total Employees | # of Employees Eligible | | | % of Employees Eligible | | |
|--------------------------------|--------------------|-------------------------|------|------|-------------------------|-------|-------|
| | | now | 3 yr | 5 yr | now | 3 yr | 5 yr |
| Oil & Gas Commission | 37 | 20 | 21 | 22 | 54.1% | 56.8% | 59.5% |
| State Treasurer | 23 | 9 | 11 | 12 | 39.1% | 47.8% | 52.2% |
| Water Development Comm. | 24 | 7 | 9 | 10 | 29.2% | 37.5% | 41.7% |
| Fire Prevention | 34 | 14 | 14 | 14 | 41.2% | 41.2% | 41.2% |
| Secretary of State | 26 | 8 | 9 | 10 | 30.8% | 34.6% | 38.5% |
| Public Service Commission | 34 | 10 | 11 | 12 | 29.4% | 32.4% | 35.3% |
| Parks & Cultural Resources | 162 | 40 | 52 | 56 | 24.7% | 32.1% | 34.6% |
| Administration & Information | 219 | 48 | 59 | 74 | 21.9% | 26.9% | 33.8% |
| State Auditor | 22 | 5 | 6 | 7 | 22.7% | 27.3% | 31.8% |
| Insurance Department | 26 | 3 | 5 | 8 | 11.5% | 19.2% | 30.8% |
| State Engineer | 131 | 25 | 34 | 40 | 19.1% | 26.0% | 30.5% |
| State Lands & Investments | 96 | 20 | 24 | 29 | 20.8% | 25.0% | 30.2% |
| Transportation Department | 1939 | 361 | 478 | 556 | 18.6% | 24.7% | 28.7% |
| Game & Fish | 373 | 64 | 83 | 104 | 17.2% | 22.3% | 27.9% |
| Health | 1213 | 253 | 301 | 336 | 20.9% | 24.8% | 27.7% |
| Environmental Quality | 245 | 44 | 50 | 65 | 18.0% | 20.4% | 26.5% |
| District Attorney - Casper | 20 | 3 | 4 | 5 | 15.0% | 20.0% | 25.0% |
| Workforce Services | 529 | 103 | 114 | 130 | 19.5% | 21.6% | 24.6% |
| Enterprise Technology Services | 260 | 43 | 50 | 61 | 16.5% | 19.2% | 23.5% |
| Agriculture | 81 | 9 | 14 | 19 | 11.1% | 17.3% | 23.5% |
| Audit Department | 104 | 15 | 18 | 24 | 14.4% | 17.3% | 23.1% |
| Geological Survey | 22 | 4 | 4 | 5 | 18.2% | 18.2% | 22.7% |
| Family Services | 675 | 102 | 119 | 148 | 15.1% | 17.6% | 21.9% |
| WY Military Department | 210 | 32 | 40 | 45 | 15.2% | 19.0% | 21.4% |
| Department of Education | 103 | 18 | 19 | 22 | 17.5% | 18.4% | 21.4% |

This table contains data on agencies with at least 20 employees and 20% or more of the employees eligible to retire

Retirement Eligibility by Agency

| | Total Employees | # of Employees Eligible | | | % of Employees Eligible | | |
|--------------------------------|--------------------|-------------------------|-------------|-------------|-------------------------|--------------|--------------|
| | | now | 3 yr | 5 yr | now | 3 yr | 5 yr |
| Administration & Information | 219 | 48 | 59 | 74 | 21.9% | 26.9% | 33.8% |
| Administrative Hearings | 12 | 5 | 7 | 7 | 41.7% | 58.3% | 58.3% |
| Agriculture | 81 | 9 | 14 | 19 | 11.1% | 17.3% | 23.5% |
| Attorney General | 235 | 29 | 35 | 39 | 12.3% | 14.9% | 16.6% |
| Audit Department | 104 | 15 | 18 | 24 | 14.4% | 17.3% | 23.1% |
| Board of Equalization | 6 | 2 | 2 | 2 | 33.3% | 33.3% | 33.3% |
| Board of Geologists | 1 | 1 | 1 | 1 | 100.0% | 100.0% | 100.0% |
| C.P.A. Board | 2 | 0 | 0 | 0 | | | |
| Community College Comm. | 15 | 2 | 2 | 2 | 13.3% | 13.3% | 13.3% |
| Corrections | 1138 | 92 | 112 | 127 | 8.1% | 9.8% | 11.2% |
| Cosmetology Board | 3 | 2 | 2 | 2 | 66.7% | 66.7% | 66.7% |
| Department of Education | 103 | 18 | 19 | 22 | 17.5% | 18.4% | 21.4% |
| District Attorney - Casper | 20 | 3 | 4 | 5 | 15.0% | 20.0% | 25.0% |
| District Attorney - Cheyenne | 22 | 0 | 0 | 0 | | | |
| Enterprise Technology Services | 260 | 43 | 50 | 61 | 16.5% | 19.2% | 23.5% |
| Environmental Quality | 245 | 44 | 50 | 65 | 18.0% | 20.4% | 26.5% |
| Environmental Quality Council | 3 | 0 | 0 | 0 | | | |
| Family Services | 675 | 102 | 119 | 148 | 15.1% | 17.6% | 21.9% |
| Fire Prevention | 34 | 14 | 14 | 14 | 41.2% | 41.2% | 41.2% |
| Game & Fish | 373 | 64 | 83 | 104 | 17.2% | 22.3% | 27.9% |
| Geological Survey | 22 | 4 | 4 | 5 | 18.2% | 18.2% | 22.7% |
| Governor's Office | 46 | 7 | 7 | 8 | 15.2% | 15.2% | 17.4% |
| Governor's Residence | 3 | 1 | 1 | 1 | 33.3% | 33.3% | 33.3% |
| Health | 1213 | 253 | 301 | 336 | 20.9% | 24.8% | 27.7% |
| Insurance Department | 26 | 3 | 5 | 8 | 11.5% | 19.2% | 30.8% |
| Livestock Board | 19 | 3 | 4 | 4 | 15.8% | 21.1% | 21.1% |
| Medical Licensing Board | 4 | 1 | 2 | 2 | 25.0% | 50.0% | 50.0% |
| Nursing Board | 10 | 0 | 0 | 0 | | | |
| Oil & Gas Commission | 37 | 20 | 21 | 22 | 54.1% | 56.8% | 59.5% |
| Outfitters Board | 3 | 2 | 2 | 2 | 66.7% | 66.7% | 66.7% |
| Pari-Mutuel Board | 1 | 1 | 1 | 1 | 100.0% | 100.0% | 100.0% |
| Parks & Cultural Resources | 162 | 40 | 52 | 56 | 24.7% | 32.1% | 34.6% |
| Parole Board | 7 | 1 | 1 | 2 | 14.3% | 14.3% | 28.6% |
| Pharmacy Board | 5 | 2 | 2 | 2 | 40.0% | 40.0% | 40.0% |
| Prof. Teaching Standards Brd. | 4 | 0 | 0 | 0 | | | |
| Public Defender | 80 | 11 | 13 | 15 | 13.8% | 16.3% | 18.8% |
| Public Service Commission | 34 | 10 | 11 | 12 | 29.4% | 32.4% | 35.3% |
| Real Estate | 4 | 0 | 0 | 0 | | | |
| Retirement System | 37 | 4 | 5 | 6 | 10.8% | 13.5% | 16.2% |
| Revenue | 117 | 15 | 18 | 21 | 12.8% | 15.4% | 17.9% |
| School Facilities Comm. | 13 | 0 | 1 | 1 | | 7.7% | 7.7% |
| Secretary of State | 26 | 8 | 9 | 10 | 30.8% | 34.6% | 38.5% |
| State Auditor | 22 | 5 | 6 | 7 | 22.7% | 27.3% | 31.8% |
| State Engineer | 131 | 25 | 34 | 40 | 19.1% | 26.0% | 30.5% |
| State Lands & Investments | 96 | 20 | 24 | 29 | 20.8% | 25.0% | 30.2% |
| State Treasurer | 23 | 9 | 11 | 12 | 39.1% | 47.8% | 52.2% |
| Supt. Of Public Instruction | 5 | 2 | 2 | 2 | 40.0% | 40.0% | 40.0% |
| Transportation Department | 1939 | 361 | 478 | 556 | 18.6% | 24.7% | 28.7% |
| Water Development Comm. | 24 | 7 | 9 | 10 | 29.2% | 37.5% | 41.7% |
| Wildlife & Natural Res. Trust | 2 | 0 | 0 | 0 | | | |
| Workforce Services | 529 | 103 | 114 | 130 | 19.5% | 21.6% | 24.6% |
| WY Military Department | 210 | 32 | 40 | 45 | 15.2% | 19.0% | 21.4% |
| Grand Total | 8405 | 1443 | 1769 | 2061 | 17.2% | 21.0% | 24.5% |

Turnover Recruitment

- The turnover data reflected in this report now includes employees who transferred to other agencies within the Executive, Judicial or Legislative branches. The data also includes employees that transferred to the University of Wyoming in 2013.
- Total turnover remained 15.0%. This is the second highest turnover rate in the previous ten years. Without the inclusion of the 157 employees who transferred to other state agencies within the Executive, Judicial or Legislative branches during 2013, the total turnover would be 13.0% which is more in line with the average over the previous ten years.
- 54 of the 157 employees who transferred to other state agencies within the Executive branch in 2013 were mandatory transfers to the newly-created Enterprise Technology Services. Without including these 54 transfers, the total turnover would be 14.3%.
- Turnover for employees between the ages of 18 - 24 increased 24.3% from 2012, while it decreased 10.9% for employees 65+ years old.
- Turnover for employees with 40+ years of service decreased 31.3% from 2012.
- The turnover data on page 33 is once again being reported by Classification, rather than Occupational Group.
- The number of employment applications received by the Human Resources Division of Administration & Information decreased by 10,773 in 2013. This is a decrease of 8.7%. This may be due, in part, to the implementation of a new recruitment and application system on November 1, 2013.

Agency Turnover Rates

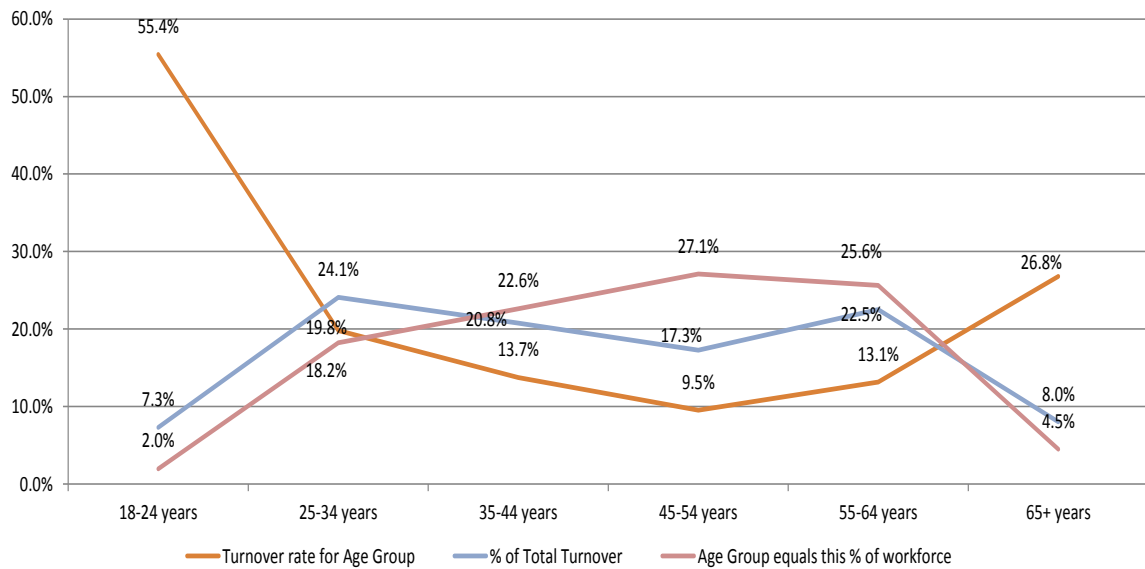
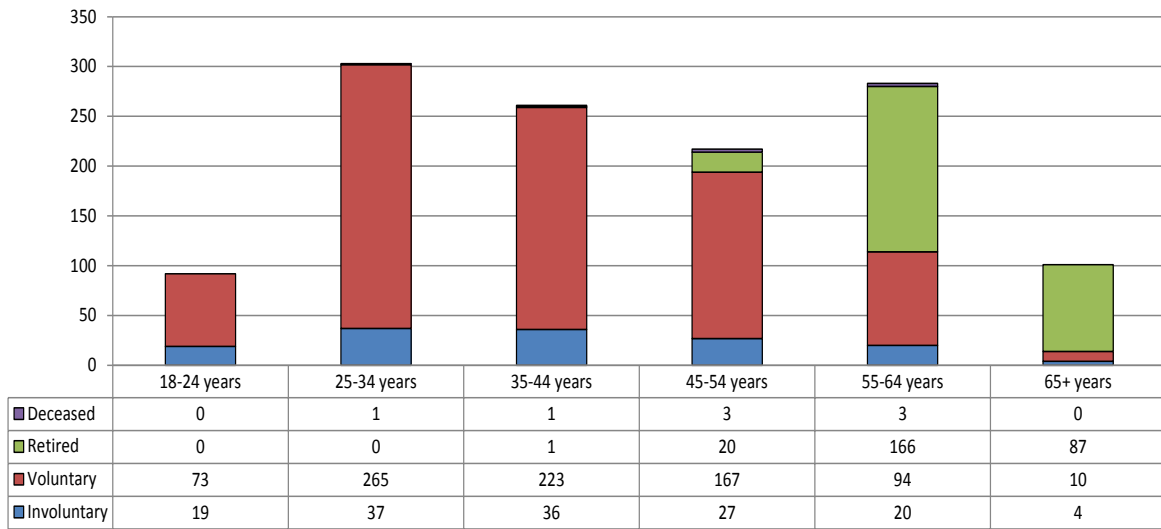
| | # Employees | # Turnover | ANNUAL TURNOVER RATE | | | | | | | | | |
|--------------------------------|----------------|---------------|----------------------|--------------|--------------|--------------|-------------|--------------|--------------|--------------|--------------|--------------|
| | 2013 | 2013 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | 2006 | 2005 | 2004 |
| Administration & Information | 219 | 24 | 11.0% | 14.5% | 7.8% | 6.2% | 6.7% | 9.4% | 11.6% | 7.1% | 12.2% | 7.9% |
| Administrative Hearings | 12 | 1 | 8.3% | 0.0% | 10.0% | 10.0% | 0.0% | 10.0% | 0.0% | 11.1% | 0.0% | 8.3% |
| Agriculture | 81 | 9 | 11.1% | 8.4% | 9.8% | 3.5% | 1.1% | 8.4% | 6.0% | 0.0% | 8.8% | 16.0% |
| Attorney General | 235 | 25 | 10.6% | 11.8% | 14.9% | 6.1% | 5.7% | 9.7% | 13.2% | 10.1% | 9.6% | 8.4% |
| Audit Department | 104 | 19 | 18.3% | 15.7% | 10.6% | 4.5% | 9.8% | 4.3% | 5.5% | 5.5% | 9.1% | 2.1% |
| Board of Equalization | 6 | 0 | 0.0% | 60.0% | 14.3% | 0.0% | 14.3% | 16.7% | 0.0% | 0.0% | 0.0% | 0.0% |
| Board of Geologists | 1 | 0 | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| C.P.A. Board | 2 | 0 | 0.0% | 0.0% | 50.0% | 50.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Community College Comm. | 15 | 3 | 20.0% | 18.8% | 12.5% | 26.7% | 13.3% | 15.4% | 0.0% | 18.2% | 10.0% | 50.0% |
| Corrections | 1138 | 217 | 19.1% | 20.6% | 16.3% | 17.5% | 14.2% | 20.5% | 23.4% | 22.4% | 28.2% | 22.4% |
| Cosmetology Board | 3 | 0 | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| *Department of Education | 103 | 18 | 17.5% | 10.0% | 0.0% | 4.8% | | | | | | |
| District Attorney - Casper | 20 | 0 | 0.0% | 9.5% | 14.3% | 23.8% | | | | | | |
| District Attorney - Cheyenne | 22 | 5 | 22.7% | 32.4% | 30.7% | 8.9% | 8.1% | 6.5% | 10.3% | 18.0% | 24.7% | 21.1% |
| Enterprise Technology Services | 260 | 26 | 10.0% | 6.4% | | | | | | | | |
| Environmental Quality | 245 | 29 | 11.8% | 8.7% | 10.5% | 6.6% | 3.8% | 7.5% | 9.4% | 9.3% | 2.8% | 7.5% |
| Environmental Quality Council | 3 | 1 | 33.3% | 50.0% | 0.0% | 0.0% | 0.0% | 33.3% | 0.0% | 0.0% | 0.0% | 33.3% |
| Family Services | 675 | 98 | 14.5% | 15.7% | 11.5% | 8.5% | 10.0% | 14.0% | 15.7% | 13.0% | 14.4% | 10.6% |
| Fire Prevention | 34 | 4 | 11.8% | 14.7% | 5.6% | 8.3% | 0.0% | 14.3% | 5.9% | 13.3% | 17.9% | 12.9% |
| Game & Fish | 373 | 43 | 11.5% | 6.5% | 5.7% | 4.9% | 5.2% | 4.6% | 6.1% | 5.9% | 7.5% | 6.3% |
| Geological Survey | 22 | 2 | 9.1% | 27.3% | 26.1% | 16.0% | 4.0% | 4.0% | 16.0% | 20.0% | 18.2% | 21.4% |
| Governor's Office | 46 | 8 | 17.4% | 26.1% | 48.9% | 18.2% | 26.8% | 12.2% | 13.0% | 22.7% | 15.2% | 22.0% |
| Governor's Residence | 3 | 1 | 33.3% | 0.0% | 33.3% | 0.0% | 66.7% | 0.0% | 25.0% | 100.0% | 100.0% | 0.0% |
| Health | 1213 | 242 | 20.0% | 22.5% | 16.3% | 15.0% | 15.0% | 20.2% | 27.7% | 21.2% | 22.3% | 20.6% |
| Insurance Department | 26 | 1 | 3.8% | 8.7% | 0.0% | 8.7% | 13.0% | 15.4% | 11.1% | 4.2% | 20.0% | 8.7% |
| Livestock Board | 19 | 1 | 5.3% | 10.5% | 5.0% | 10.0% | 5.3% | 5.9% | 11.1% | 0.0% | 13.3% | 17.6% |
| Medical Licensing Board | 4 | 0 | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 33.3% | 0.0% | 33.3% | 50.0% | 0.0% |
| Nursing Board | 10 | 4 | 40.0% | 50.0% | 11.1% | 25.0% | 0.0% | 37.5% | 25.0% | 14.3% | 28.6% | 0.0% |
| Oil & Gas Commission | 37 | 8 | 21.6% | 10.5% | 4.9% | 7.5% | 2.4% | 12.2% | 4.9% | 0.0% | 7.9% | 0.0% |
| Outfitters Board | 3 | 0 | 0.0% | 33.3% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 133.3% |
| Pari-Mutuel Board | 1 | 0 | 0.0% | 0.0% | 0.0% | 0.0% | 100.0% | 50.0% | 0.0% | 0.0% | 0.0% | 100.0% |
| Parks & Cultural Resources | 162 | 14 | 8.6% | 11.2% | 9.0% | 3.4% | 8.1% | 6.2% | 9.3% | 8.9% | 13.4% | 11.3% |
| Parole Board | 7 | 0 | 0.0% | 0.0% | 14.3% | 14.3% | 0.0% | 0.0% | 42.9% | 0.0% | 0.0% | 16.7% |
| Pharmacy Board | 5 | 0 | 0.0% | 0.0% | 20.0% | 0.0% | 20.0% | 80.0% | 0.0% | 20.0% | 0.0% | 0.0% |
| Prof. Teaching Standards Brd. | 4 | 2 | 50.0% | 33.3% | 20.0% | 133.3% | 16.7% | 50.0% | 33.3% | 33.3% | 40.0% | 16.7% |
| Public Defender | 80 | 20 | 25.0% | 12.5% | 9.9% | 13.7% | 10.4% | 14.7% | 20.6% | 14.3% | 13.3% | 3.3% |
| Public Service Commission | 34 | 6 | 17.6% | 19.4% | 19.4% | 8.3% | 5.7% | 8.3% | 5.9% | 12.9% | 6.3% | 16.1% |
| Real Estate | 4 | 2 | 50.0% | 25.0% | 0.0% | 25.0% | 25.0% | 25.0% | 0.0% | 33.3% | 0.0% | 50.0% |
| Retirement System | 37 | 5 | 13.5% | 2.7% | 11.1% | 2.6% | 10.0% | 12.0% | 23.1% | 0.0% | 3.8% | 4.2% |
| Revenue | 117 | 10 | 8.5% | 17.2% | 7.0% | 4.7% | 5.5% | 4.5% | 5.6% | 13.0% | 9.1% | 11.0% |
| School Facilities Comm. | 13 | 4 | 30.8% | 28.6% | 13.3% | 7.7% | 0.0% | 18.8% | 5.9% | 0.0% | 10.0% | 12.5% |
| Secretary of State | 26 | 10 | 38.5% | 3.3% | 14.3% | 11.1% | 3.6% | 7.4% | 7.1% | 3.8% | 3.7% | 11.5% |
| State Auditor | 22 | 4 | 18.2% | 13.0% | 4.8% | 4.2% | 0.0% | 18.2% | 11.5% | 4.2% | 0.0% | 8.0% |
| State Engineer | 131 | 13 | 9.9% | 13.2% | 1.5% | 7.6% | 8.3% | 7.1% | 9.0% | 4.5% | 6.2% | 10.3% |
| State Lands & Investments | 96 | 9 | 9.4% | 22.2% | 5.9% | 7.8% | 5.9% | 12.6% | 8.0% | 8.2% | 6.5% | 5.4% |
| State Treasurer | 23 | 1 | 4.3% | 4.3% | 13.0% | 4.0% | 0.0% | 0.0% | 13.0% | 8.3% | 0.0% | 10.0% |
| *Supt. Of Public Instruction | 5 | 4 | 80.0% | | | | | | | | | |
| Transportation Department | 1939 | 241 | 12.4% | 10.0% | 11.3% | 9.2% | 7.1% | 10.1% | 12.4% | 11.8% | 10.8% | 9.3% |
| Water Development Comm. | 24 | 2 | 8.3% | 20.0% | 4.0% | 7.7% | 3.8% | 0.0% | 0.0% | 0.0% | 5.3% | 0.0% |
| Wildlife & Natural Res. Trust | 2 | 0 | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 100.0% | 0.0% | |
| Workforce Services | 529 | 79 | 14.9% | 14.5% | 8.3% | 12.0% | 9.8% | 18.3% | 14.7% | 18.4% | 15.8% | 19.2% |
| WY Military Department | 210 | 42 | 20.0% | 17.5% | 18.7% | 10.4% | 12.5% | 15.7% | 14.0% | 16.1% | 10.3% | 7.5% |
| Total | 8405 | 1257 | 15.0% | 15.0% | 12.6% | 10.6% | 9.4% | 12.9% | 15.2% | 13.4% | 14.2% | 12.7% |

* The Department of Education and the Office of the Superintendent of Public Instruction were separated on March 1, 2013 as a result of Senate File 104.

Turnover includes full-time employees leaving the agencies listed above for the following reasons:

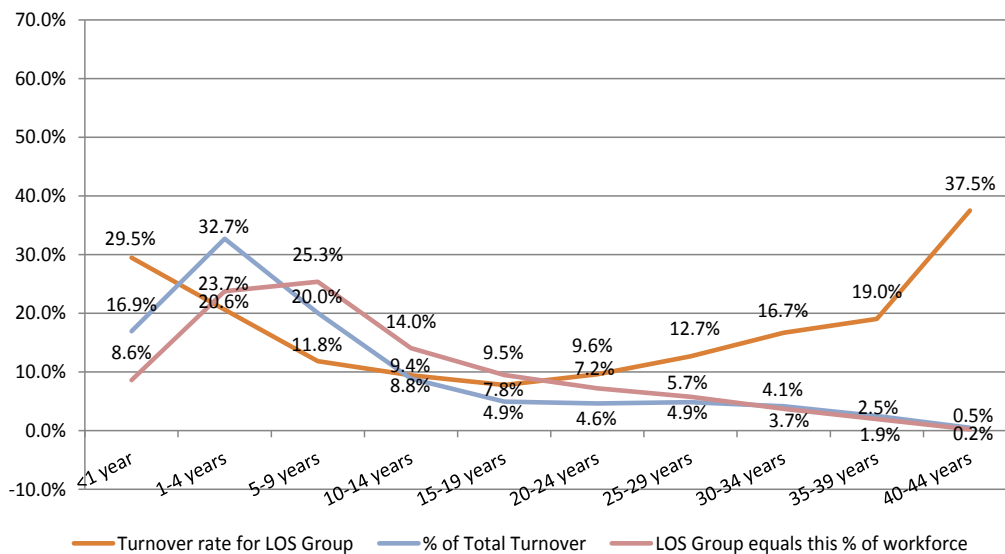
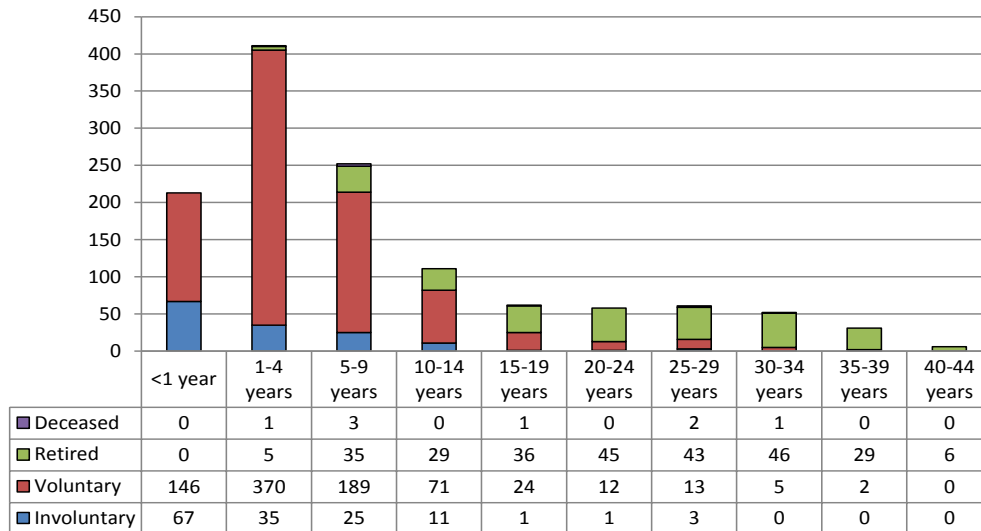
- * voluntary terminations
- * retirement
- * deaths
- * involuntary terminations
- * transfer to another Executive Branch Agency or another Branch of state government

Total Turnover by Age Group



| Employees in this Age Group... | ... make up this % of the Workforce. | They account for this % of Total Turnover. | This % of them left State employment in 2013. |
|--------------------------------|--------------------------------------|--|---|
| 18-24 years | 2.0% | 7.3% | 55.4% |
| 25-34 years | 18.2% | 24.1% | 19.8% |
| 35 - 44 years | 22.6% | 20.8% | 13.7% |
| 45 - 54 years | 27.1% | 17.3% | 9.5% |
| 55 - 64 years | 25.6% | 22.5% | 13.1% |
| 65+ years | 4.5% | 8.0% | 26.8% |

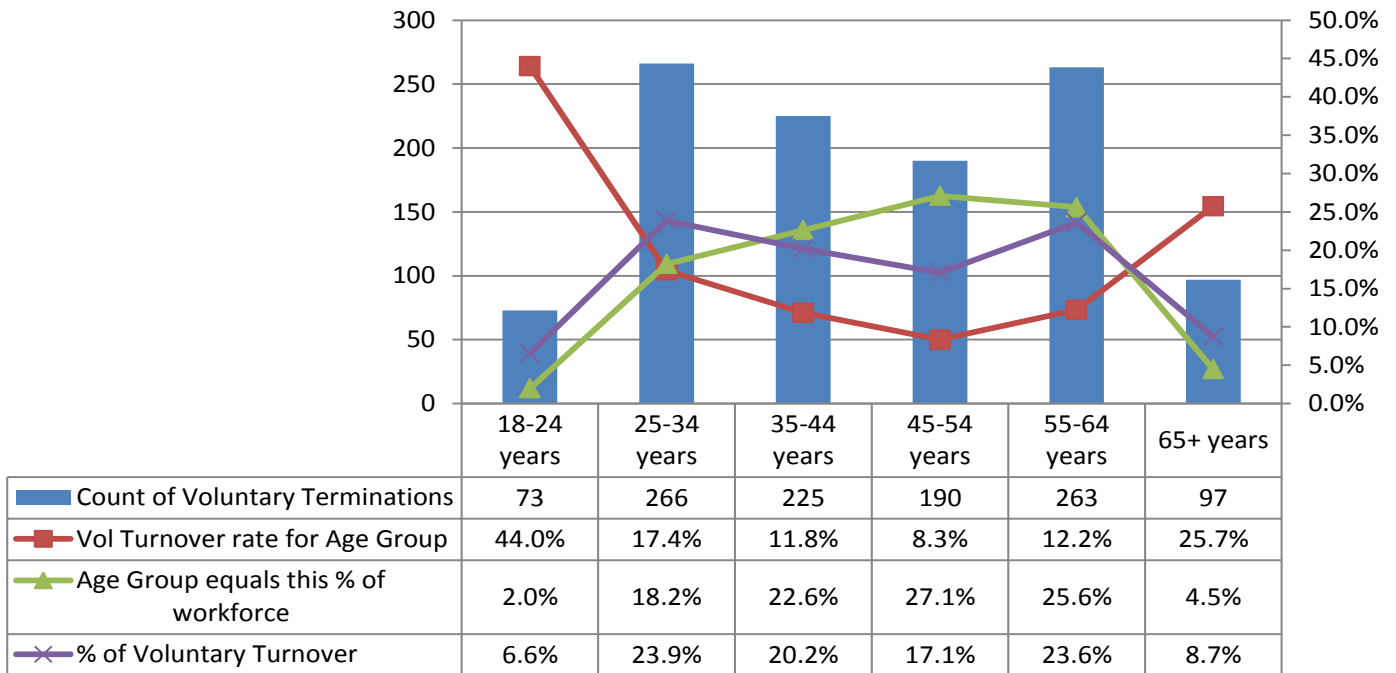
Total Turnover by Length of Service



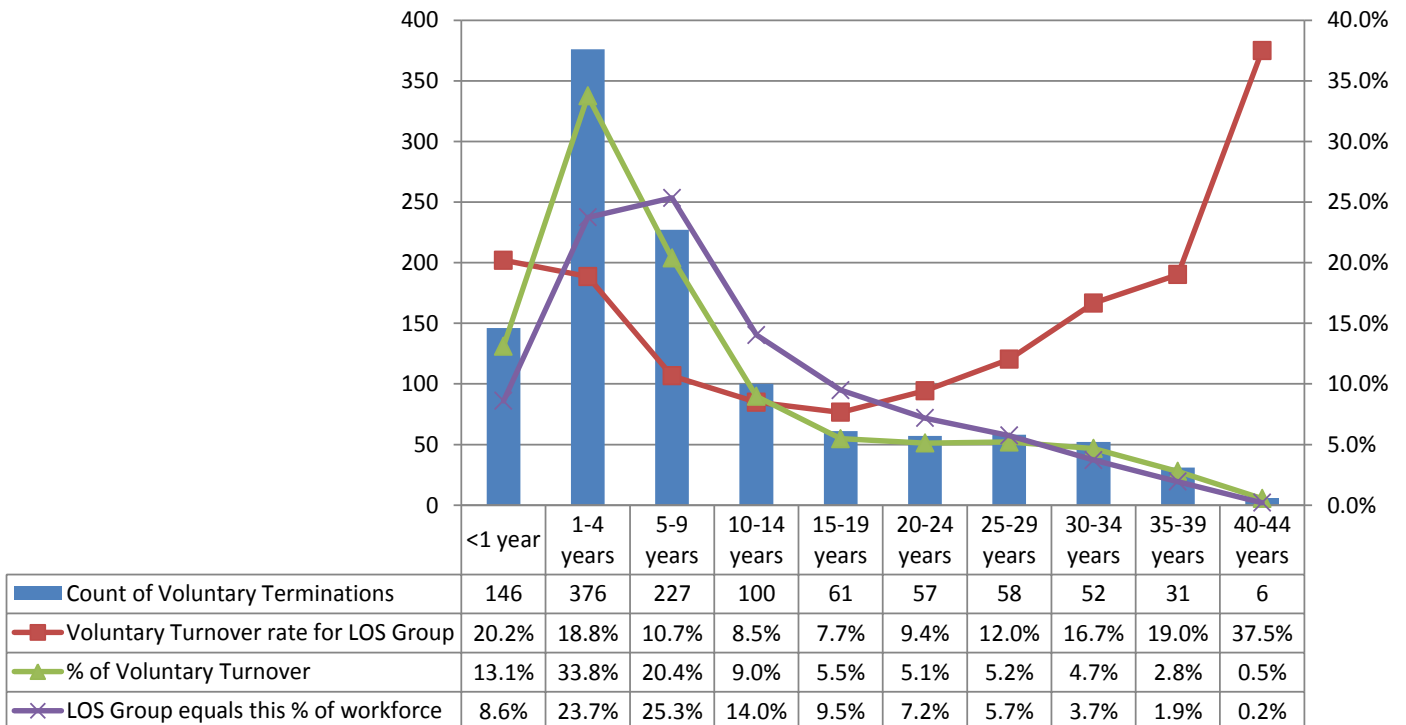
| Employees in this Length of Service Group... | make up this % of the Workforce. | They account for this % of Total Turnover. | This % of them left State employment in 2013. |
|--|---------------------------------------|--|---|
| < 1 year | 8.6% | 16.9% | 29.5% |
| 1-4 years | 23.7% | 32.7% | 20.6% |
| 5-9 years | 25.3% | 20.0% | 11.8% |
| 10-14 years | 14.0% | 8.8% | 9.4% |
| 15-19 years | 9.5% | 4.9% | 7.8% |
| 20-24 years | 7.2% | 4.6% | 9.6% |
| 25-29 years | 5.7% | 4.9% | 12.7% |
| 30-34 years | 3.7% | 4.1% | 16.7% |
| 35-39 years | 1.9% | 2.5% | 19.0% |
| 40-45 years | 0.2% | 0.5% | 37.5% |

Voluntary Turnover

Voluntary Turnover by Age Group



Voluntary Turnover by Length of Service



Involuntary Turnover

| Involuntary Termination Reason | Count |
|--|------------|
| Unsatisfactory Work Performance | 6 |
| Insubordination | 2 |
| Misconduct | 20 |
| Dismissal Other Reasons | 26 |
| Not Being Retained (At-Will) | 14 |
| Without Cause during Probationary Period | 73 |
| Reduction in Force | 2 |
| Grand Total | 143 |

Note: This chart does not reflect which employees opt for a voluntary termination in lieu of a pending involuntary termination. These number reflect only those entered in the pay-roll data as involuntary.

Grievances and Appeals

| Type | Count |
|--|-------|
| Full Grievance Committee Reviews Completed | 3 |
| Appeals of Termination send to Office of Administrative Hearings | 9 |
| Appeals Resolved | 3 |
| Letters of Reprimand Reported* | 118 |
| Letters of Suspension Reported* | 75 |
| Administrative Review Leave Reported* | 37 |
| Letters of Intent to Dismiss Received* | 54 |
| Letters of Expectation and Counsel Received* | 34 |

* These numbers are based upon documentation sent to A&I Human Resources Division. The actual number of actions may be higher than reported, as some agencies do no report this information to A&I HRD.

Turnover Rates by Classification Codes

Classifications with Highest % of Total Turnover

| Class Code & Title | # Incumbents | # Terms | Classification Turnover % | % of Total Turnover |
|--|--------------|---------|---------------------------|---------------------|
| COPR05 Correctional Officer | 428 | 104 | 24.3% | 8.3% |
| HSLS04 Human Services Aide | 289 | 90 | 31.1% | 7.2% |
| TNLM05 Highway Maintenance Technician | 288 | 59 | 20.5% | 4.7% |
| BAAS05 Office Support Specialist I | 167 | 35 | 21.0% | 2.8% |
| HSNU08 Nurse | 76 | 28 | 36.8% | 2.2% |
| BAAS06 Office Support Specialist II | 150 | 23 | 15.3% | 1.8% |
| ISFS05 Food Services Specialist | 64 | 20 | 31.3% | 1.6% |
| SOSP08 Social Services Worker | 155 | 20 | 12.9% | 1.6% |
| EHEM07 Employment Services Specialist | 88 | 17 | 19.3% | 1.4% |
| CTSU07 Computer Technology Support Specialist I | 33 | 16 | 48.5% | 1.3% |
| FIAC07 Accountant | 110 | 16 | 14.5% | 1.3% |
| PSHP08 Highway Patrol Trooper II | 90 | 15 | 16.7% | 1.2% |
| BAAS03 Office Assistant I | 81 | 14 | 17.3% | 1.1% |
| SOAP08 Adult Probation & Parole Officer | 114 | 14 | 12.3% | 1.1% |
| SOYS05 Youth Services Specialist I | 14 | 14 | 100.0% | 1.1% |
| BEBP06 Benefits & Eligibility Specialist I | 102 | 13 | 12.7% | 1.0% |
| CTSY10 Sr. Computer Tech Sys & Infrastruct Analyst | 32 | 13 | 40.6% | 1.0% |
| ISHK01 Housekeeper | 42 | 13 | 31.0% | 1.0% |

Job classifications with more than 1% of statewide turnover are listed.

Classifications with Highest Classification Turnover Rates

| Class Code & Title | # Incumbents | # Terms | Classification Turnover % | % of Total Turnover |
|--|--------------|---------|---------------------------|---------------------|
| CTSU07 Computer Technology Support Specialist I | 33 | 16 | 48.5% | 1.3% |
| CTSY10 Sr. Computer Tech Sys & Infrastruct Analyst | 32 | 13 | 40.6% | 1.0% |
| HSNU08 Nurse | 76 | 28 | 36.8% | 2.2% |
| CTSU06 Computer Technology Support Technician | 17 | 6 | 35.3% | 0.5% |
| ATPA02 Practicing Attorney 2 | 23 | 8 | 34.8% | 0.6% |
| LRAP08 Appraiser | 21 | 7 | 33.3% | 0.6% |
| SOYS03 Youth Services Aide | 28 | 9 | 32.1% | 0.7% |
| ISFS01 Food Services Assistant | 19 | 6 | 31.6% | 0.5% |
| ISFS05 Food Services Specialist | 64 | 20 | 31.3% | 1.6% |
| HSLS04 Human Services Aide | 289 | 90 | 31.1% | 7.2% |
| ISHK01 Housekeeper | 42 | 13 | 31.0% | 1.0% |
| FIAC04 Accounting Clerk | 33 | 10 | 30.3% | 0.8% |
| CTBA10 Sr. Computer Tech Business Apps Analyst | 36 | 10 | 27.8% | 0.8% |
| SOVR09 Vocational Rehabilitation Counselor | 29 | 8 | 27.6% | 0.6% |
| PSPE04 Port of Entry Assistant I | 38 | 10 | 26.3% | 0.8% |
| FIAU08 Auditor II | 31 | 8 | 25.8% | 0.6% |
| COPR05 Correctional Officer | 428 | 104 | 24.3% | 8.3% |
| ATPA04 Practicing Attorney 4 | 33 | 8 | 24.2% | 0.6% |
| HSNU11 Nurse Manager I | 21 | 5 | 23.8% | 0.4% |
| HSNU06 LPN | 17 | 4 | 23.5% | 0.3% |
| CTBA09 Computer Tech Business Apps Analyst | 26 | 6 | 23.1% | 0.5% |
| FIAC06 Accounting Technician | 26 | 6 | 23.1% | 0.5% |
| CTSY08 Computer Tech Sys & Infrastruct Spec II | 27 | 6 | 22.2% | 0.5% |
| INOS09 Senior OSHA Specialist | 28 | 6 | 21.4% | 0.5% |
| CTMG11 Computer Technology Program Manager I | 38 | 8 | 21.1% | 0.6% |
| HSLS05 Human Service Specialist | 38 | 8 | 21.1% | 0.6% |
| HSRA07 Recreational Activities Specialist | 19 | 4 | 21.1% | 0.3% |
| BAAS05 Office Support Specialist I | 167 | 35 | 21.0% | 2.8% |
| TNLM05 Highway Maintenance Technician | 288 | 59 | 20.5% | 4.7% |
| HSHP10 Health Program Supervisor | 20 | 4 | 20.0% | 0.3% |
| FWWB11 Principal Wildlife Biologist | 15 | 3 | 20.0% | 0.2% |

Includes classifications with turnover rate higher than 20%. Classifications with less than 15 incumbents are not included.

Turnover Cost Analysis

Estimates vary on how to calculate the cost of turnover. One very simplified model available calculates the cost of turnover as 25% of an employee's annual salary and benefits.

The following estimate of the turnover cost incurred by the Executive Branch in 2013 is calculated using this simplistic method.

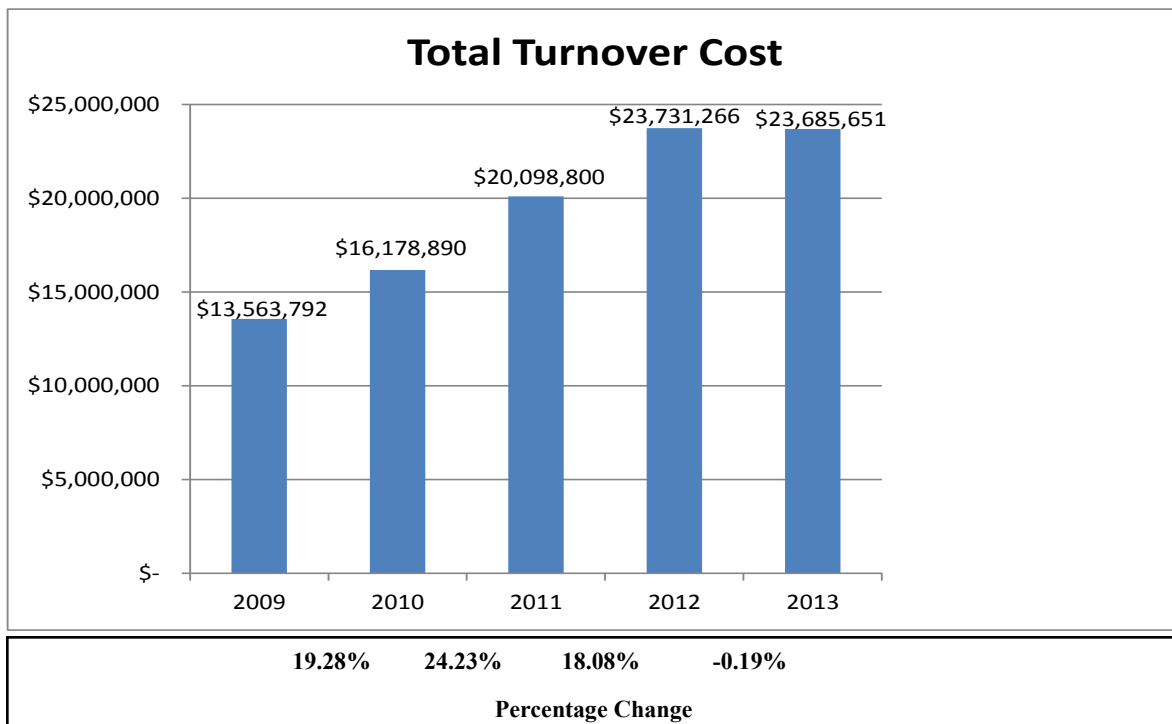
The cost of the average state employee's Total Compensation was calculated on page 7 of this report to be **\$75,373**.

There were **1,257** terminations during 2013.

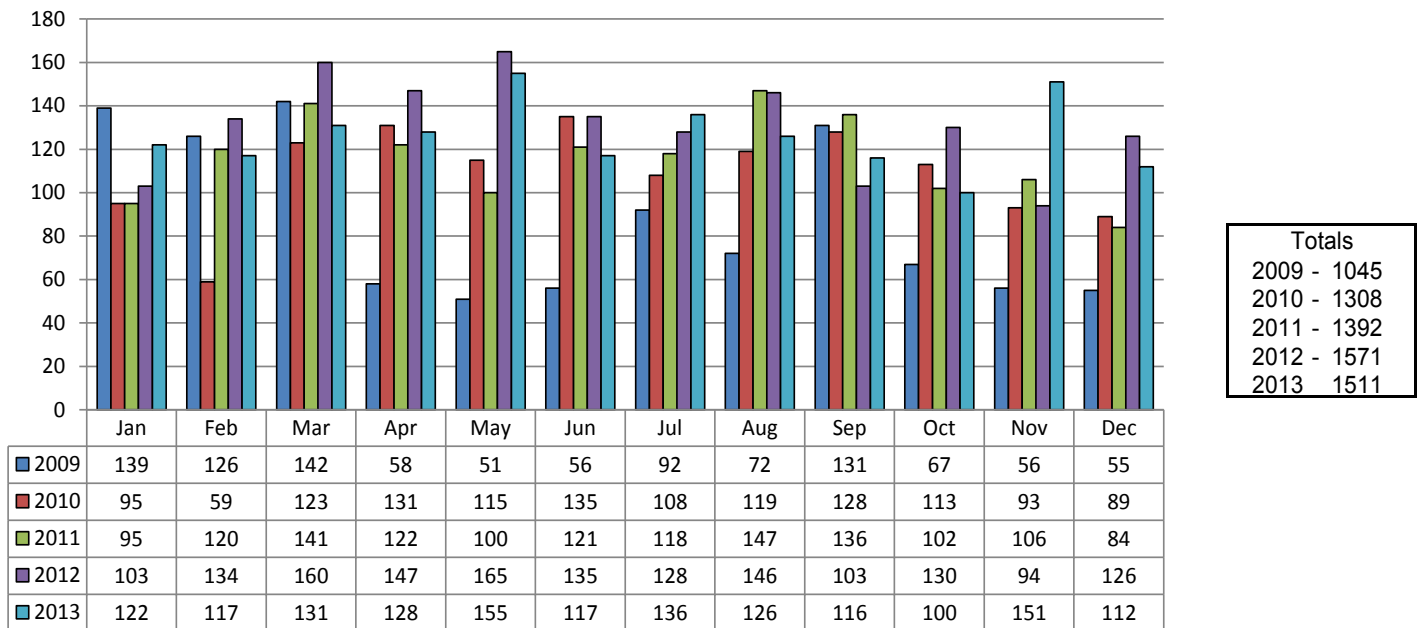
Estimated turnover Cost per Employee:
25% of annual Total Compensation (\$75,373 * 25%) = \$18,843

Total Cost of Turnover:
(# terminated employees * turnover cost per employee) = \$23,685,651

Total Cost of Turnover for Last Five Years

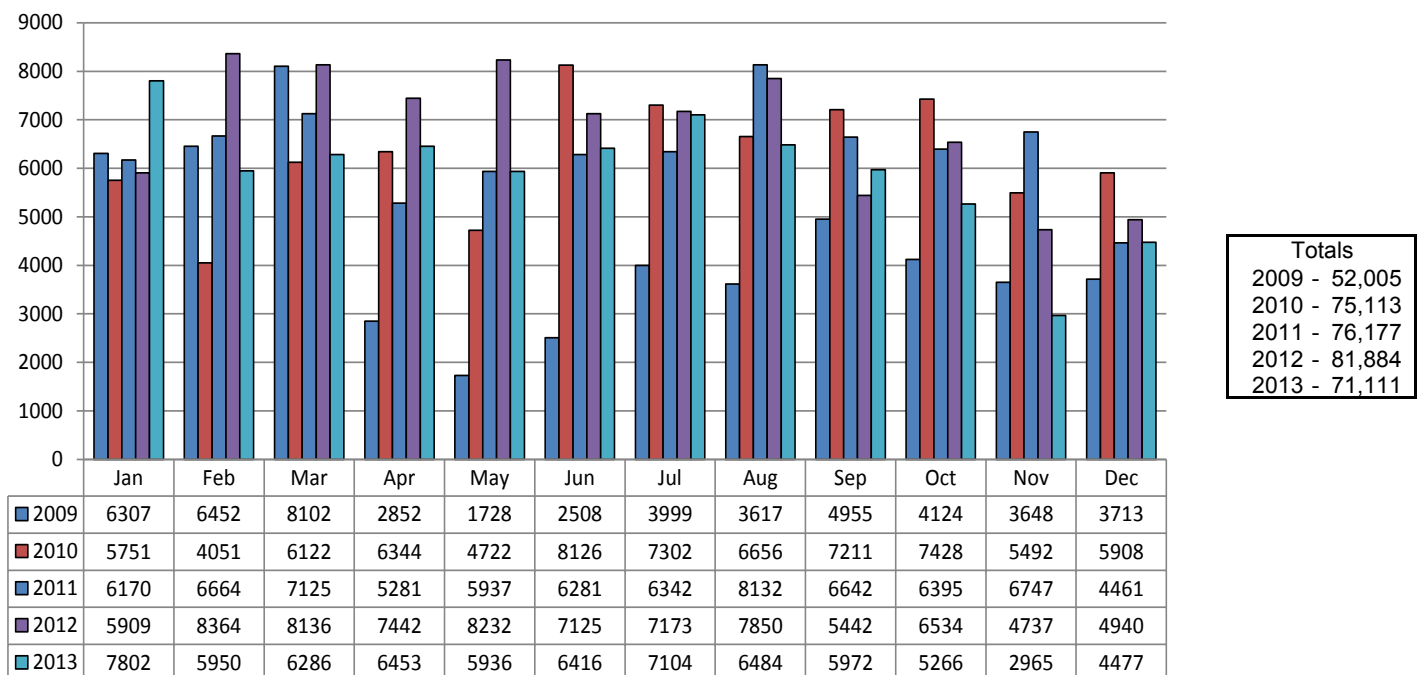


Position Recruitments



This chart represents only the number of job announcements posted by the Human Resources Division of Administration & Information.

Employment Applications Received for Position Vacancies



This chart represents the number of employment applications received by the Human Resources Division of Administration & Information.

Legislative Service Office Judicial Branch

Legislative Service Office

| | # Employees | Average Salary | Average Length of Service | Average Age |
|--|--|----------------|---------------------------|-------------|
| LSO Total | 37 | \$6,813 | 13.8 yr | 45.6 yr |
| Male | 17 | \$8,405 | 17.0 yr | 46.6 yr |
| Female | 20 | \$5,460 | 11.1 yr | 44.7 yr |
| LSO Summary Data Comparison to 2012 data | # of employees has increased by 1 (2.8%) Average salary has increased 1.1% Average male salary has increased 7.1% Average female salary has increased 0.7% Average female salary is 65.0% of the average male salary Turnover rate = 2.7% | | | |

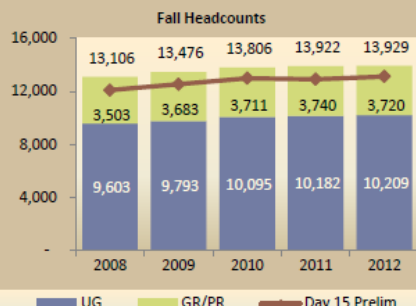
Judicial Branch

| | # Employees | Average Salary | Average Length of Service | Average Age |
|---|---|----------------|---------------------------|-------------|
| Judicial Total | 323 | \$5,889 | 10.3 yr | 51.0 yr |
| Male | 91 | \$9,074 | 12.3 yr | 58.2 yr |
| Female | 232 | \$4,639 | 9.6 yr | 48.1 yr |
| Judicial Summary Data Comparison to 2012 data | # of employees has increased by 6 (1.9%) Average salary has increased 4.6% Average male salary has increased 1.5% Average female salary has increased 5.5% Average female salary is 51.1% of the average male salary Turnover rate = 10.5% | | | |

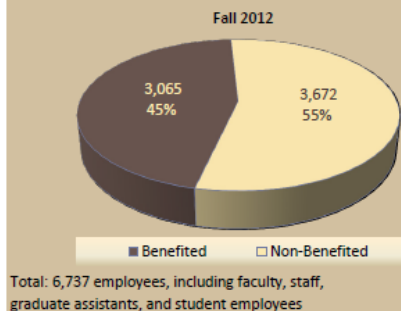
University Of Wyoming



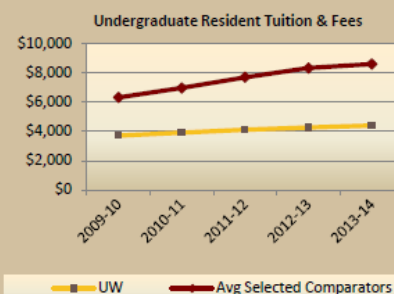
Students



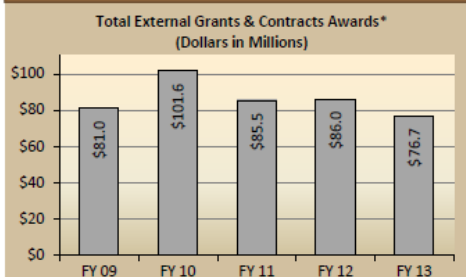
Faculty & Staff



Tuition & Fees

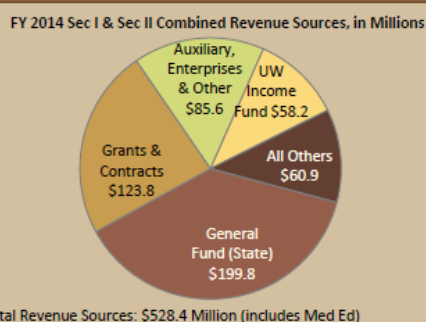


Research Funding & Private Giving

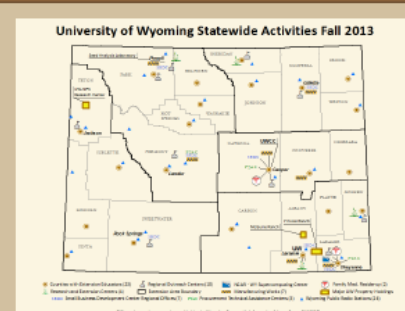


*Excludes direct student loans & non-competitive funding. FY 10 and FY 11 also exclude non-competitive stimulus funding.

Budget & Finance

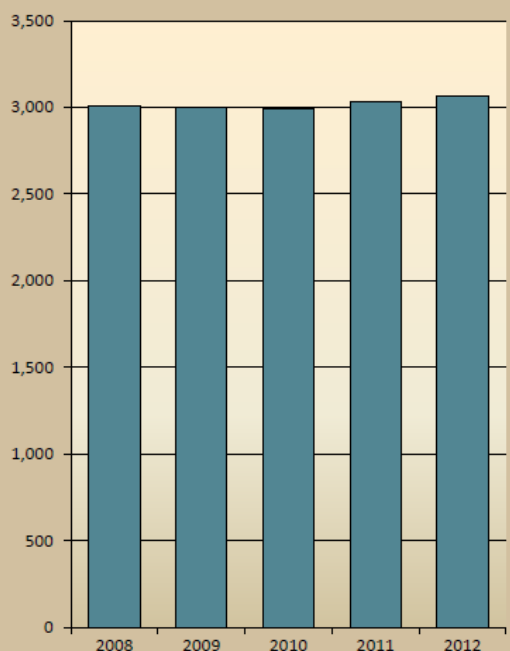


Statewide Activities



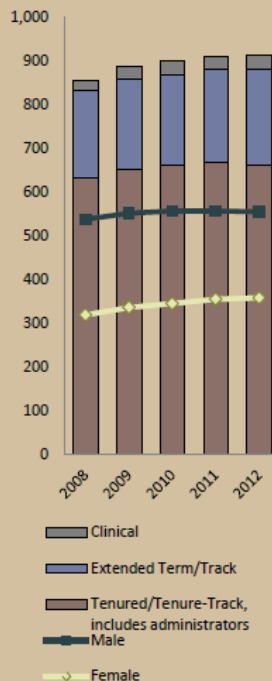
Fall official data unless otherwise noted

Benefited Faculty & Staff

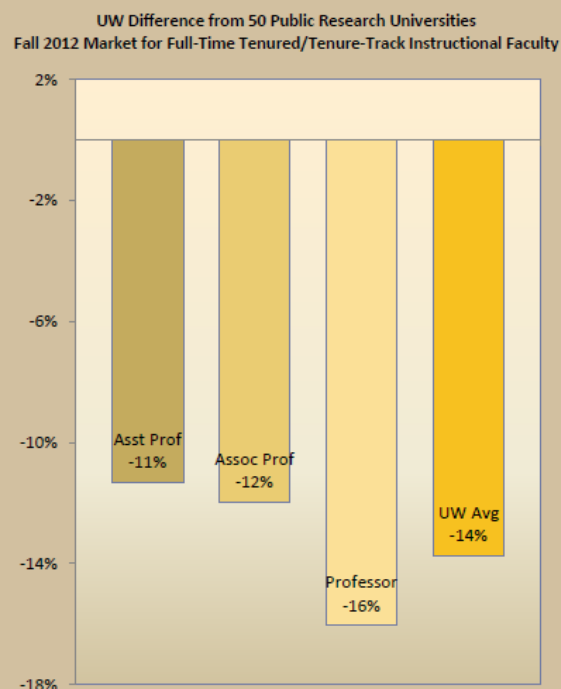


Source: Integrated Postsecondary Education Data System (IPEDS)

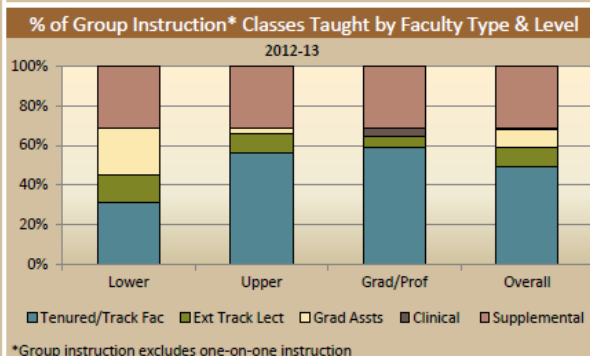
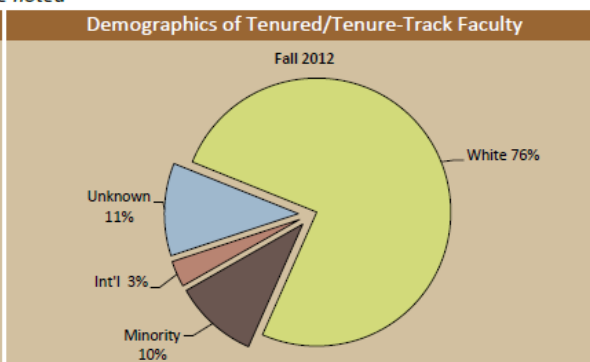
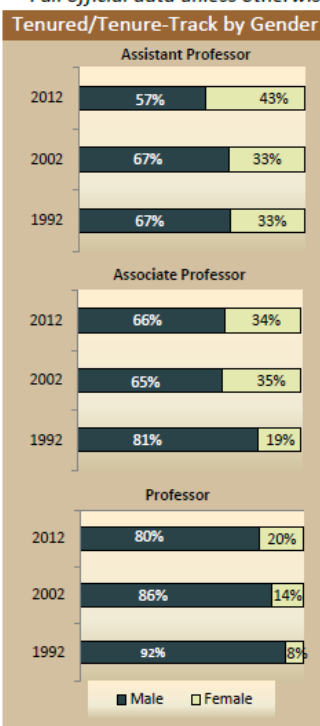
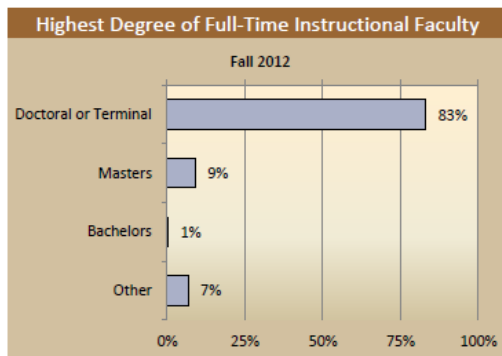
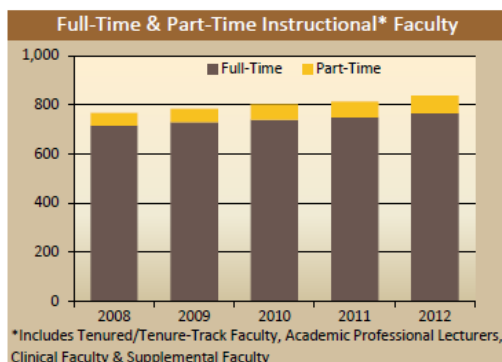
of Academic Personnel



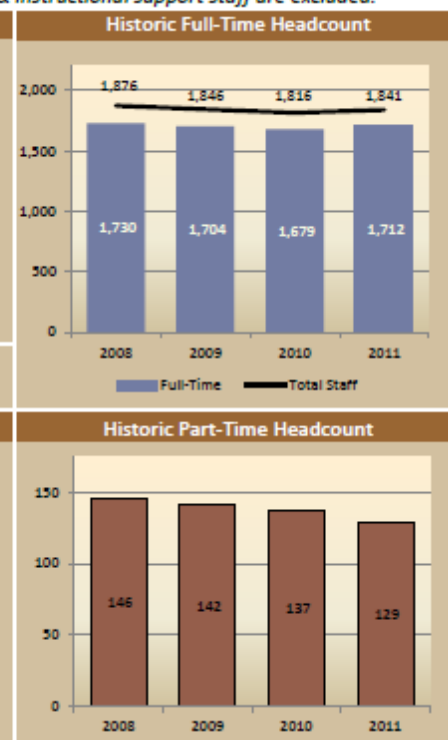
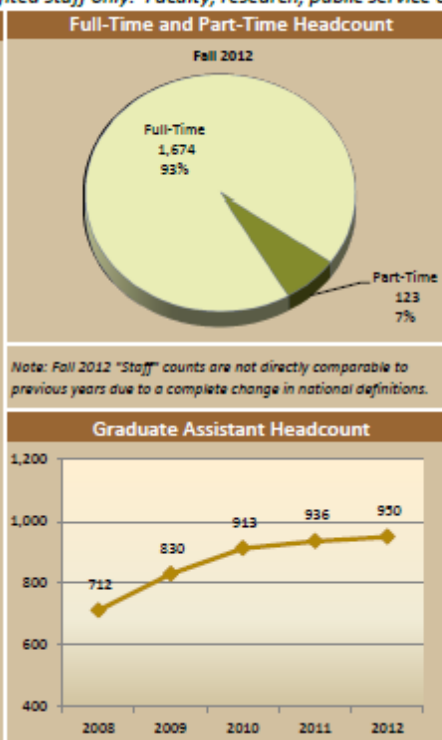
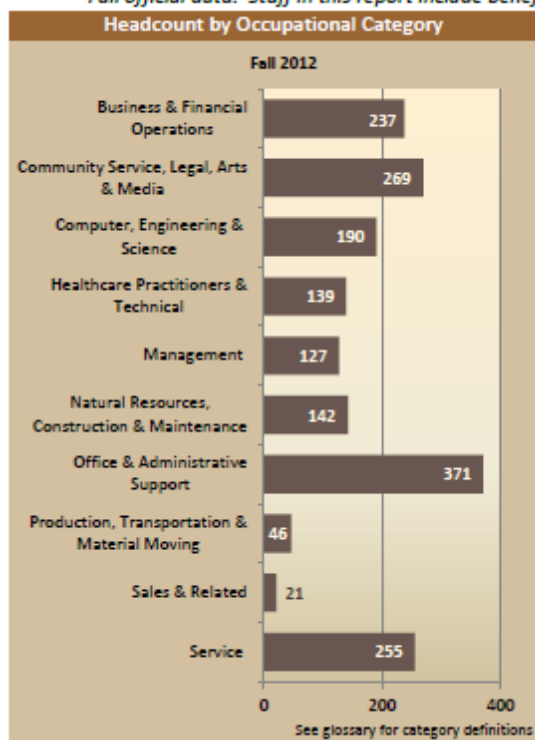
Faculty Market Salary Gap



Fall official data unless otherwise noted



Fall official data. Staff in this report include benefited staff only. Faculty, research, public service & instructional support staff are excluded.





Appendix

Formulas for Metric Calculations



Average Annual Base Salary (p6)

$$\text{percent change} = \frac{\text{salary}}{\text{previous year salary}}$$

Turnover Rate throughout the document

* includes both voluntary and involuntary unless noted

$$\text{turnover rate} = \frac{\text{count of terminations}}{\text{employee count on Dec 31}}$$

Total Compensation Analysis (p7)

$$\text{benefits as a percent of salary} = \frac{\text{benefits subtotal}}{\text{salary}}$$

total compensation pie chart reflects each component as a % of total compensation

$$X\% = \frac{\text{component}}{\text{total compensation}}$$

Employee Count by Agency (p9)

$$\% \text{ change} = \frac{\text{employee count}}{\text{employee count previous year}}$$

Employee Distribution among Agencies (p11)

$$\% = \frac{\text{employee count}}{\text{employee count previous year}} - 1$$

Average Monthly Base Salary by Agency (p12)

ranked by highest average salary

$$\% \text{ change} = \frac{\text{salary}}{\text{salary of previous year}}$$

Employee Gender by Agency (p13)

$$\% \text{ of agency workforce} = \frac{\text{count of gender}}{\text{total employee count}}$$

Employee Salary and Gender Comparisons (p14, 16)

$$\% \text{ change} = \frac{\text{salary}}{\text{salary of previous year}} - 1$$

$$\% \text{ Female/Male} = \frac{\text{average female salary}}{\text{average male salary}}$$

Employees by Occupational Group (p15)

$$\% \text{ of workforce} = \frac{\text{incumbents}}{\text{total employee count}}$$

Employees by County (p17)

$$\text{Total Annualized Base Pay} = \text{employee count} \times \text{average monthly salary} \times 12$$

Workforce Age & Length of Service Trends (p21)

$$\% \text{ over 55} = \frac{\text{employee count age 55 \& over}}{\text{total employee count}}$$

$$\% \text{ receiving longevity} = \frac{\text{count receiving longevity}}{\text{total employee count}}$$

Workforce Age Summary (p22)

$$\% \text{ of workforce} = \frac{\text{employee count in age range}}{\text{total employee count}}$$

Longevities by Agency (p24)

$$\begin{aligned} \text{monthly expense} &= (5 \text{ yr count} \times \$40) \\ &+ (10 \text{ yr count} \times \$80) \\ &+ (15 \text{ yr count} \times \$120) \\ &+ (20 \text{ yr count} \times \$160) \\ &+ (25 \text{ yr count} \times \$200) \\ &+ (30 \text{ yr count} \times \$240) \\ &+ (35 \text{ yr count} \times \$280) \\ &+ (40 \text{ yr count} \times \$320) \\ &+ (45 \text{ yr count} \times \$360) \\ &+ (50 \text{ yr count} \times \$400) \end{aligned}$$

Retirement Eligibility (p25 & 26)

$$\% \text{ of employees eligible} = \frac{\text{employee count of given year}}{\text{current employee count}}$$

Total Turnover by Age Group (p29)

$$\text{Turnover rate for Age Group} = \frac{\text{count of terms in Age Group}}{\text{count of employees in Age Group}}$$

$$\% \text{ of total turnover} = \frac{\text{count of terms in Age Group}}{\text{count of total terminations}}$$

$$\text{Age Group equals this \% of workforce} = \frac{\text{count of employees in Age Group}}{\text{total employee count}}$$

Total Turnover by Length of Service Group (p30)

$$\text{Turnover rate for Length of Service Group} = \frac{\text{count of terms in Length of Service Group}}{\text{count of employees in Length of Service Group}}$$

$$\% \text{ of total turnover} = \frac{\text{count of terms in Length of Service Group}}{\text{count of total terminations}}$$

$$\begin{aligned} \text{Length of Service Group equals} &= \frac{\text{count of employees in Length of Service Group}}{\text{total employee count}} \\ \text{this \% of workforce} & \end{aligned}$$

Voluntary Turnover by Age Group (p31)

$$\text{Voluntary Turnover rate for Age Group} = \frac{\text{count of voluntary terms in Age Group}}{\text{count of employees in Age Group}}$$

$$\% \text{ of Voluntary turnover} = \frac{\text{count of voluntary terms in Age Group}}{\text{count of voluntary terminations}}$$

$$\text{Age Group equals this \% of workforce} = \frac{\text{count of employees in Age Group}}{\text{total employee count}}$$

Voluntary Turnover by Length of Service Group (p31)

$$\text{Voluntary Turnover rate for Length of Service Group} = \frac{\text{count of voluntary terms in LOS Group}}{\text{count of employees in Length of Service Group}}$$

$$\% \text{ of total turnover} = \frac{\text{count of voluntary terms in LOS Group}}{\text{count of total terminations}}$$

$$\text{Length of Service Group equals this \% of workforce} = \frac{\text{count of employees in Length of Service Group}}{\text{total employee count}}$$

Turnover Rates by Classification (p32)

$$\text{classification turnover rates} = \frac{\text{count of terms in classification}}{\text{Classification incumbents Dec 31}}$$

$$\% \text{ of total turnover} = \frac{\text{count of terms in classification}}{\text{count of total terminations}}$$

LSO & Judicial Branch (p36)

$$\text{employee count \% change} = \frac{\text{employee count}}{\text{employee count of previous year}} - 1$$

$$\text{average salary \% change} = \frac{\text{average salary}}{\text{salary of previous year}} - 1$$